

Shropshire Council
Legal and Democratic Services
Shirehall
Abbey Foregate
Shrewsbury
SY2 6ND
Date: Wednesday, 10 May 2017

Committee: COUNCIL

Date: Thursday, 18 May 2017

Time: 10.00 am

Venue: Council Chamber, Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND

You are requested to attend the above meeting.
The Agenda is attached

Claire Porter
Head of Legal and Democratic Services (Monitoring Officer)

Peter Adams
Roy Aldcroft
Clare Aspinall
Nicholas Bardsley
Joyce Barrow
Thomas Biggins
Andy Boddington
Gwilym Butler
Karen Calder
Dean Carroll
Lee Chapman
Steve Charmley
Ted Clarke
Gerald Dakin
Steve Davenport
Julian Dean
Pauline Dee
David Evans
Roger Evans
Hannah Fraser
Rob Gittins
Nat Green
Simon Harris
Nigel Hartin
Ann Hartley

Nick Hignett
Richard Huffer
Tracey Huffer
Roger Hughes
Vince Hunt
Ioan Jones
Simon Jones
Thomas Jones
Jonny Keeley
Heather Kidd
Nic Laurens
Christian Lea
Matt Lee
Lynch
Robert Macey
Jane MacKenzie
Chris Mellings
Paul Milner
David Minnery
Dan Morris
Pamela Moseley
Alan Mosley
Cecilia Motley
Peggy Mullock
Peter Nutting

Kevin Pardy
William Parr
Vivienne Parry
Tony Parsons
Malcolm Pate
Alexander Phillips
Lezley Picton
Ed Potter
John Price
Keith Roberts
Madge Shington
Harry Taylor
Robert Tindall
Dave Tremellen
Kevin Turley
David Turner
David Vasmer
Stuart West
Claire Wild
Brian Williams
Leslie Winwood
Michael Wood
Tina Woodward
Paul Wynn

Your Committee Officers are:

Karen Nixon Committee Officer and Jane Palmer Senior Committee Officer

Tel: 01743 257720 or 257712

Email: karen.nixon@shropshire.gov.uk

AGENDA

1 Election of Speaker and Deputy Chairman

To elect a Speaker and Deputy Chairman for the ensuing year.

2 Apologies for Absence

3 Election of Chairman and Deputy Speaker

To elect a Chairman and Deputy Speaker for the ensuing year.

4 Disclosable Pecuniary Interests

Members are reminded that they must not participate in the discussion or voting on any matter in which they have a Disclosable Pecuniary Interest and should leave the room prior to the commencement of the debate.

5 Minutes (Pages 1 - 14)

To approve as a correct record the minutes of the previous meeting held on 23 March 2017, which are attached marked 5.

Contact Karen Nixon 01743 257720.

6 Return of Election of Shropshire Councillors (Pages 15 - 24)

Report of the Returning Officer is attached, marked 6. Contact Claire Porter Tel 01743 252763.

Council has already recorded its appreciation of the services of those Councillors who decided not to seek re-election, at an informal Council meeting held on Friday 10 March 2017:

- Andrew Bannerman
- Tim Barker
- Tudor Bebb
- Vernon Bushell
- John Cadwallader
- Ann Chebsey
- Andrew Davies
- John Everall
- John Hurst-Knight
- Jean Jones
- Miles Kenny
- Amy Liebich
- David Lloyd

- Mal Price
- David Roberts
- John Tandy
- Arthur Walpole

In addition, the following former Members were not returned by the electorate and the Council is asked to also place on record its appreciation of their services:

- Peter Cherrington
- Duncan Kerr

7 Announcements

To receive such communications as the Chairman, Speaker, Leader and Head of Paid Service may desire to lay before the Council.

8 Election of Leader of the Council

To elect a Leader of the Council for 4 years.

9 Appointment of Cabinet Members, Deputy Cabinet Members and their Portfolios

Report of the Head of Legal and Democratic Services will be tabled.

Contact Claire Porter Tel 01743 252763.

10 Constitution of Committees and the Allocation of Seats to Political Groups

To agree the constitution of Committees and the allocation of seats between political groups.

Report of the Head of Legal and Democratic Services will follow.

Contact Claire Porter Tel 01743 252763.

11 Appointments to Outside Bodies, Committees and Other Groups (Pages 25 - 28)

To agree appointments to outside bodies, committees and other groups.

Report of the Head of Legal and Democratic Services is attached, marked 11.

Contact Claire Porter Tel 01743 252763.

12 Appointment of Independent Person (Pages 29 - 30)

Report of the Head of Legal and Democratic Services is attached marked 12.

Contact Claire Porter Tel 01743 252763.

13 Amendments to the Constitution - Part 8 - Delegations to Officers (Pages 31 - 90)

Report of the Head of Legal and Democratic Services is attached, marked 13.

Claire Porter Tel 01743 252763.

14 ICT Digital Transformation Programme Business Case (Pages 91 - 120)

Report of the Head of Human Resources and Development is attached marked 14.

Contact Michele Leith Tel 01743 254402.

15 Dates of Council Meetings

To agree that in 2017/18 the meetings of the Council will be held on the following Thursdays commencing at 10.00am:

- 20 July 2017
- 21 September 2017
- 14 December 2017
- 22 February 2018
- 17 May 2018 (Annual Council).

Contact Jane Palmer Tel 01743 257712.

16 Exclusion of the Press and Public

To RESOLVE that in accordance with the provisions of Schedule 12A, Local Government Act 1972 and paragraph 10.4(3) of the Council's Access to Information Procedure Rules, the public and press be excluded during the consideration of the following item:

17 Acquisition of Employment Site on Land North of Shrewsbury

Exempt report of the Head of Business, Enterprise & Commercial Services will follow marked 17.

Contact Tim Smith Tel 01743 258676.



Committee and Date

Council

18 May 2017

COUNCIL

Minutes of the meeting held on 23 February 2017

In the Council Chamber, Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND

10.00 am - 3.15 pm

Responsible Officer: Karen Nixon

Email: karen.nixon@shropshire.gov.uk Tel: 01743 257720

Present

Councillors Ann Hartley (Chairman) and Malcolm Pate (Leader)
Councillors Brian Williams (Speaker), Steve Charmley (Deputy Leader), Peter Adams, Andrew Bannerman, Nicholas Bardsley, Tim Barker, Joyce Barrow, Thomas Biggins, Andy Boddington, Vernon Bushell, Gwilym Butler, Karen Calder, Dean Carroll, Lee Chapman, Peter Cherrington, Gerald Dakin, Andrew Davies, Pauline Dee, David Evans, Roger Evans, John Everall, Hannah Fraser, Nigel Hartin, Vince Hunt, John Hurst-Knight, Jean Jones, Simon Jones, Jonny Keeley, Miles Kenny, Duncan Kerr, Heather Kidd, Nic Laurens, Christian Lea, David Lloyd, Robert Macey, Jane MacKenzie, Chris Mellings, David Minnery, Pamela Moseley, Alan Mosley, Cecilia Motley, Peggy Mullock, Kevin Pardy, William Parr, Vivienne Parry, John Price, Malcolm Price, David Roberts, Keith Roberts, Madge Shinton, Jon Tandy, Robert Tindall, David Turner, Arthur Walpole, Stuart West, Claire Wild, Leslie Winwood, Michael Wood, Tina Woodward and Paul Wynn

77 APOLOGIES FOR ABSENCE

The Chief Executive reported that apologies for absence had been received from Mr J Cadwallader, Mr T Clarke, Mr S Davenport, Mr R Huffer, Mr R Hughes, Ms A Liebich, Mr D Tremellen and Mr K Turley.

78 DISCLOSABLE PECUNIARY INTERESTS

Members were reminded that they must not participate in the discussion or voting on any matter in which they have a Disclosable Pecuniary Interest and should leave the room prior to the commencement of the debate.

79 MINUTES

RESOLVED: That the Minutes of the meeting held on 15th December 2016, as circulated with the agenda papers, be approved and signed as a correct record.

80 ANNOUNCEMENTS

80.1 Chairman's Engagements

The Chairman referred Members to the list of official engagements carried out by herself and the Speaker since the last meeting of the Council on 15 December 2016, which had been circulated at the meeting.

80.2 New Year's Honours 2017

Chairman reported that the following Shropshire residents had been awarded honours in the Queen's New Year's Honours List 2016 and advised that she had written to each of the recipients to congratulate them on their achievement:

Order of the British Empire (OBE)

Michael John Foy

for services to Education (Market Drayton)

Member of the Order of the British Empire (MBE)

Parkash Singh Dhani

for services to Charity and community cohesion (Telford)

Thomas John Kelly

for services to Charity fundraising (Whitchurch)

Michael Gerrard Roughan

for services to Children and the community (Shrewsbury)

Mrs Elaine Spalding

for services to Defence (Ludlow)

Edmund Van Hoof

for services to Gymnastics (Telford)

John Stewart Walker

for services to Archery (Newport)

Medallist of the Order of the British Empire (BEM)

Mrs Sheila Mary Bruce

for services in the Community (Oswestry)

80.3 Bridgnorth High Street of the Year Award 2016

The Chairman congratulated Bridgnorth on their recent success in obtaining the prestigious award of High Street of the Year 2016.

81 PUBLIC QUESTIONS

Petitions

The Speaker advised that a petition bearing more than 1,000 signatures to keep Church Stretton Pool open, had been received from Mr Robert Peacey, on behalf of the 'Stretton Pool Action Group' (SPA) requesting a debate under the Council's Petition Scheme. Unfortunately Mr Peacey was unable to attend the meeting and therefore Mrs Sandra Burgess spoke to this on the day and was given 5 minutes to open the debate and outline her case, which was briefly as follows;

- The swimming pool was an integral part of Church Stretton and should be preserved for future generations. All generations use the pool from toddlers to the retired community. It was a lifeline for the disabled too and it was hoped to build on this through the GP referral scheme in the future.
- So far over £40,000 had been secured in pledges from the local community who wanted to help fund a project to improve facilities and accessibility and thereby enhance pool usage.
- A business plan was being developed and was presented at the meeting; it was very much hoped that the SPA could work together with the Council to achieve a positive outcome.

A debate ensued and the following members spoke in support of the key points made by the petitioner; Mr L Chapman, Mr D Evans, Mr R Evans and Mrs H Fraser. In formally responding to the petition, Mr S West Portfolio Holder for Leisure and Culture, said the Council recognised the importance of pools within communities and were looking at partnership arrangements in the future to fund such facilities. He cited the excellent example of Bishops Castle pool and fully took on board the comments made by the SPA Group. A strategy was currently being worked on and in the interim the Council was more than happy to work with groups to help secure grants and funding. He therefore proposed that the Council should take no further action at this point.

A recorded vote was requested and duly agreed. The result was as follows;

FOR (40): Mr P Adams, Mr N Bardsley, Mr T Barker, Mrs J Barrow, Mr T Biggins, Mr G Butler, Mrs K Calder, Mr D Carroll, Mr S Charmley, Mr P Cherrington, Mr G Dakin, Mr A Davies, Mr J Everall, Mrs A Hartley, Mr V Hunt, Mr J Hurst-Knight, Mr S Jones, Mr N Laurens, Mr C Lea, Mr D Lloyd, Mr R Macey, Mr D Minnery, Mrs C Motley, Mrs P Mullock, Mr W Parr, Mr M Pate, Mr J Price, Mr M Price, Mr K Roberts, Mrs M Shingleton, Mr R Tindall, Mr D Turner, Mr A Walpole, Mr S West, Mrs C Wild, Mr B Williams, Mr L Winwood, Mr M Wood, Mrs T Woodward and Mr P Wynn.

AGAINST (20): Mr A Bannerman, Mr A Boddington, Mr V Bushell, Mr L Chapman, Mrs P Dee, Mr D Evans, Mr R Evans, Mrs H Fraser, Mr N Hartin, Dr J Jones, Mr J

Keeley, Mr M Kenny, Mr D Kerr, Mrs J Mackenzie, Mr C Mellings, Mrs P Moseley, Mr A Mosley, Mr K Pardy, Mrs V Parry and Mr J Tandy.

NO ABSTENTIONS.

It was therefore agreed by the majority, to take no further action in respect of this petition.

Public Questions

The Speaker advised that 6 public questions had been received in accordance with Procedure rule 15 (a copy of the report containing each question and the formal responses was circulated at the meeting and a copy is attached to the signed minutes).

- i) Received from Mr P Holden in respect of increasing Council Tax to pay for the increasing costs of providing adult social care.
There was no supplementary question.
- ii) Received from Mrs E Bullard in respect of introducing a 20mph speed limit in all residential areas across the county.

By way of a supplementary question Mrs Bullard asked the Portfolio Holder if he would reconsider for the following reasons:

- The Royal College of Paediatrics and Child Health, in a recent report on "The State of Child Health", recommends that "all local authorities should introduce 20mph speed limits in built up areas to create safer environments for children to work, cycle and play". This would reduce child deaths from vehicles and air pollution, and also illnesses related to physical inactivity.
- Current Shropshire Council policy is to consider specific road safety issues individually. This is not an effective policy for considering a reduction in the default speed limit as the safety benefits of reducing to a 20mph limit are relevant in all built up areas.
- Again, there is public support for the introduction of 20mph speed limits, including a petition in Oswestry with over 1000 signatures.

The Portfolio Holder undertook to look at this again after the meeting.

- iii) Received from Mr P Gilbert in respect of the lack of public consultation on the draft Shropshire Bus Strategy recently.

The Portfolio Holder apologised for this oversight, which had now been rectified. This was now a public document and was also available on the Council's website. He assured there had been no pre-determination and confirmed that the consultation exercise was underway.

- iv) Received from Mr J Dean in respect of the proposed re-development at The Barracks, Shrewsbury and the possible provision of additional school places within local primary schools.
There was no supplementary question.
- v) Received from Mr M Willmott regarding footpath access at Shrewsbury railway station from Abbey Foregate.

By way of a supplementary question Mr Willmott asked if in maintaining a dialogue with the rail stakeholders on this matter, shouldn't Shropshire Council insist on the obligation to open this access path as soon as possible?

The Portfolio Holder said he would continue to work towards this end.

- vi) Received from Mrs B Phillips (not Jones as printed) in respect of investment in a sustainable travel system for Shrewsbury, enabling a huge increase in walking, cycling and public transport.

By way of a supplementary question Mrs Phillips asked if the Council could increase its knowledge about numbers and the use of the public transport system in Shrewsbury by drawing up a business case.

The Portfolio Holder thanked Mrs Phillips for her question and said that all of those issues were contained within the Local Transport Plan and would of course be considered in any future decision-making.

82 REPORT OF THE PORTFOLIO HOLDER FOR HEALTH AND WELLBEING

It was proposed by Mrs K Calder, Portfolio Holder for Health and Wellbeing, and seconded by Mr L Chapman that the report, a copy of which is attached to the signed minutes be received.

Mrs Calder presented and amplified her report and responded to the questions, queries and concerns raised by Members, including Mr M Kenny, Mrs H Fraser, Mr A Mosley, Mrs J Mackenzie, Mrs V Parry, Mrs C Motley and Mr D Kerr.

In conclusion, she thanked officers for their hard work and continued commitment.

RESOLVED: That the contents of the report of the Portfolio Holder for Health and Wellbeing be received.

83 REPORT OF THE PORTFOLIO HOLDER FOR ADULTS

It was proposed by Mr L Chapman, Portfolio Holder for Adults, and seconded by Mrs K Calder that the report, a copy of which is attached to the signed minutes be received.

Mr Chapman presented and amplified his report and responded to the questions, queries and concerns raised by Members, including Mr R Tindall, Mr M Kenny, Mr A Mosely, Mr M Price and Mrs J Mackenzie.

In conclusion, Mr Chapman thanked and congratulated staff on continuing to operate under very difficult circumstances.

RESOLVED: That the contents of the report of the Portfolio Holder for Adults be received.

84 **ANNUAL REPORT OF THE HEALTH & ADULT SOCIAL CARE SCRUTINY COMMITTEE 2015/16**

It was proposed by Mr G Dakin, Chair of the Health and Adult Social Care Scrutiny Committee, and seconded by Mr D Evans that the Annual Report 2015/16, a copy of which is attached to the signed minutes, be received and agreed.

Mr Dakin presented his report, a copy of which is attached to the signed minutes. He thanked all those who had been involved in the work of this Scrutiny Committee for their continued support.

RESOLVED: That the contents of the Annual Report of the Health and Adult Social Care Scrutiny Committee 2015/16 be received.

85 **MEMBERS' ALLOWANCES**

It was proposed by Mr M Pate, Leader and seconded by Mr N Laurens that the report, a copy of which is attached to the signed minutes and the recommendation contained therein, be received and agreed.

RESOLVED: That the current Members' Allowances Scheme, attached at Appendix 1 be approved.

86 **FINANCIAL STRATEGY 2017/18 - 2019/20**

It was proposed by the Leader Mr M Pate and seconded by Mr M Wood that the report, a copy of which is attached to the signed minutes and the recommendations contained therein, be received and agreed.

Mr R Evans proposed an amendment on behalf of the Liberal Democrat Group, which he said was prudent, affordable and brought benefits. This was seconded by Mrs H Fraser (copy attached to the signed minutes). In brief, the amendment was as follows;

'Shropshire Schools - It was proposed that the sum of £643,020 (currently to be deducted from the schools budget) be funded by diverting monies currently allocated to delivering the Digital Transformation programme. The financial impact

of this proposal would be to increase the borrowing requirement for the Digital Transformation programme by £643,020, thereby reducing the potential savings from this project by approximately £73,000 per annum.

Street Lighting – It was proposed that an additional sum of £2.2m per year for the life of this Financial Strategy be funded by internal borrowing to introduce an enhanced street lighting programme; accelerating the replacement of street lights with LED lights. A good example of ‘Invest to Save Policy’.

Sites of Community Concern - It was proposed to increase the budget for traffic calming measures identified by Parish Councils by £500,000 for year 2017/18 and that an additional capital spend of £500k be funded by re-prioritising the Highways and Transport LTP budget. The total budget was £21.19m.”

On being put to the vote, the amendment was lost with the majority voting against.

Mr A Mosley, Mr R Evans and Mrs P Dee exercised their right as Group Leaders to speak to the budget proposition. After debate the Leader exercised his right to reply to the comments made on the Administration’s budget proposals as a whole.

On being put to a recorded vote the proposition was then carried with 42 Members voting in favour and 14 against as follows:

FOR (42)

Mr P Adams, Mr N Bardsley, Mrs J Barrow, Mr T Biggins, Mr G Butler, Mrs K Calder, Mr D Carroll, Mr L Chapman, Mr S Charmley, Mr P Cherrington, Mr G Dakin, Mr A Davies, Mrs P Dee, Mr D Evans, Mr J Everall, Mrs A Hartley, Mr V Hunt, Mr J Hurst-Knight, Mr S Jones, Mr N Laurens, Mr C Lea, Mr D Lloyd, Mr R Macey, Mr D Minnery, Mrs C Motley, Mrs P Mullock, Mr W Parr, Mr M Pate, Mr J Price, Mr M Price, Mr K Roberts, Mrs M Shingleton, Mr R Tindall, Mr D Turner, Mr A Walpole, Mr S West, Mrs C Wild, Mr B Williams, Mr L Winwood, Mr M Wood, Mrs T Woodward and Mr P Wynn.

AGAINST (14)

Mr A Bannerman, Mr V Bushell, Mr R Evans, Mrs H Fraser, Mr N Hartin, Mr J Keeley, Mr M Kenny, Mr D Kerr, Mrs H Kidd, Mr C Mellings, Mrs P Moseley, Mr A Mosley, Mr K Pardy and Mrs V Parry.

RESOLVED:

- a) That the 2017/18 budget of £563.350m including the savings proposals previously approved by Council and the revised proposals to deliver a balanced budget in 2017/18 as outlined in Appendix 3 be approved.
- b) That the changes required to the 2016/17 budget as a result of the Local Government Settlement and the revised business rates and collection fund estimates be noted.

- c) That the changes required to future years budgets as a result of the Local Government Settlement be noted.
- d) That the revised funding gap for the years 2018/19 and 2019/20 be noted.
- e) That the revised Capital Programme as set out in the report be approved.
- f) That the Policy for Flexibility around the use of Capital Receipts as set out in Appendix 7 be approved.
- g) That the Statement of Chief Financial Officer on the Robustness of the Estimates and Adequacy of Reserves 2016-20 as set out in Appendix 8, noting the Council's general fund balance over this period be approved.
- h) That the Pay and Rewards Policy for all Council staff for 2017/18 as set out in Appendix 9 be approved.

Council adjourned at 1.40 pm and reconvened at 2.10 pm.

87 COUNCIL TAX RESOLUTION 2017/18

It was proposed by the Leader, Mr M Pate, and seconded by Mr S Charmley, that the report of the Head of Finance, Governance and Assurance, a copy of which is attached to the signed minutes and the recommendations contained therein, be received and agreed.

On being put to a recorded vote the proposition was carried with 43 Members voting in favour, 1 against and no abstentions as follows:

FOR (43)

Mr P Adams, Mrs J Barrow, Mr T Biggins, Mr V Bushell, Mr G Butler, Mrs K Calder, Mr D Carroll, Mr L Chapman, Mr S Charmley, Mr P Cherrington, Mr G Dakin, Mrs P Dee, Mr D Evans, Mr R Evans, Mrs H Fraser, Mrs A Hartley, Mr J Hurst-Knight, Mr S Jones, Mr M Kenny, Mr N Laurens, Mr D Lloyd, Mr R Macey, Mr C Mellings, Mrs P Moseley, Mrs C Motley, Mrs P Mullock, Mr K Pardy, Mr W Parr, Mr M Pate, Mr J Price, Mr M Price, Mr K Roberts, Mrs M Shingleton, Mr R Tindall, Mr D Turner, Mr A Walpole, Mr S West, Mrs C Wild, Mr B Williams, Mr L Winwood, Mr M Wood, Mrs T Woodward and Mr P Wynn.

AGAINST (1)

Mr D Kerr

RESOLVED:

- i. That a 3.99% Council Tax rise be approved, resulting in a basic amount of council tax for a Band D property of £1,259.51 in the billing authority's area, calculated in

accordance with the provisions of the Local Government Finance Act 1992 (section 44) and the Local Government (Structural Changes) (Further Financial Provisions and Amendment) Regulations 2008.

- ii. That in accordance with the provisions of Section 40 (2) of the 1992 Act, the amount of Council Tax calculated for each category of dwelling in the billing authority's area be approved as follows:

Property Band	2017/18 Charge £
A	839.68
B	979.62
C	1,119.57
D	1,259.51
E	1,539.40
F	1,819.29
G	2,099.19
H	2,519.02

- iii. That a total precept of £134,220,817 be approved and duly levied.
- iv. That the formal council tax resolution as set out in Appendix 1 to determine the levels of Council Tax for Shropshire Council for 2017/18 be approved.

88 INCOME REVIEW OF FEES AND CHARGES FOR 2017/18

It was proposed by the Leader, Mr M Pate and seconded by Mr K Roberts that the report of the Head of Finance, Governance and Assurance, a copy of which is attached to the signed minutes, and the recommendations contained therein be received and agreed.

Mr Bannerman requested that the introduction of a Cultural Strategy be considered in the future, which the Leader took on board, saying he would ask the Portfolio Holder to look at this.

RESOLVED:

- a) That the breakdown of the total income for 2016/17 and 2017/18 be noted and in particular that the proposed 2017/18 charges for discretionary services represent only £33.413m of the £73.446m of income derived from Fees and Charges.

- b) That the charges for 2017/18 as detailed in Appendix 3 to be implemented 1 April 2017, be approved, recognising that managers have proposed varying policies for 2017/18.
- c) That it be noted that as previously agreed, any changes to fees and charges proposed by Shropshire Community Leisure Trust Ltd. in relation to the outsourced leisure facilities will only be referred to cabinet and council for approval if the proposed increases exceed Consumer Price Index (CPI) for the preceding November.
- d) Subject to restrictions or exemptions identified in the Welfare Reform and Work Bill Council agreed that:
 - i. Social Housing rents for 2017/18 be reduced by 1% from 3rd April 2017.
 - ii. Affordable rents for 2017/18 be reduced by 1% from 3rd April 2017.
 - iii. Shared Ownership rents continue to be set at 2.75% of the outstanding capital value of the home at the time of sale and thereafter increased each April by the greater of the preceding September Consumer Price Index plus 1% or 1%.
 - iv. Service charges continue to be set on the basis of actual cost.

89 SOCIAL VALUE CHARTER FOR SHROPSHIRE

It was proposed by the Portfolio Holder for Corporate Support, Mr M Wood, and seconded by Mr L Chapman, that the report of the Director of Place and Enterprise, a copy of which is attached to the signed minutes and the recommendations contained therein, be received and agreed.

On being put to the vote this was duly agreed by the majority.

RESOLVED: That the Social Value Charter for Shropshire as recommended by Cabinet and as set out in Appendix 1, be approved.

90 AMENDMENTS TO THE COUNCIL CONSTITUTION - GOVERNANCE OF STAR HOUSING THROUGH THE ASSET ASSURANCE BOARD

It was proposed by the Portfolio Holder for Planning, Housing, Regulatory Services and Environment, Mr M Price, and seconded by Mr D Turner, that the report of the Director of Adult Services, a copy of which is attached to the signed minutes and the recommendations contained therein, be received and agreed.

The Portfolio Holder placed on record his thanks to Mr T Barker for chairing the Housing Governance Board

On being put to the vote this was duly agreed by the majority.

RESOLVED:

- a) That the changes to Part 3 (Responsibility for function – p44) of the Constitution be approved by Council, reflecting that the Housing Governance Board, set up to deliver the appropriate governance, has now changed its name to that of the Asset Assurance Board.
- b) That the changes to Part 3 (Responsibility for function – p44) of the Constitution be approved by Council, reflecting that the Housing Governance Board's overarching advisory role, to inform Cabinet/Council on developing and discharging the Council's Housing Strategy, will be transferred to the existing Social Housing Forum in recognition of the Asset Assurance Board's more business focussed approach.

91 MOTION

The following motion was proposed by Mr N Bardsley and duly seconded by Mr D Carroll:

"This Council is pleased to note that the first steps towards the construction of the North West Relief Road have been taken with the award of nearly £1million towards developing the Business Case for the new road - the publication of firm plans for the Oxon Link Road where work is due to start in 2019.

Once completed the North West Relief Road and Oxon Link Road will provide a strategic road link from the Churncote roundabout on the A5 to Battlefield bypassing the town centre completely.

The Council believes that the new roads will not only provide a much needed stimulus for the economic development of Shropshire as a whole, but will also relieve Shrewsbury and villages in rural communities North of the town of through traffic which currently causes so much congestion, pollution and danger to school children and other local residents.

The Council congratulates Portfolio Holders and Officers on recent success in developing plans for the new roads and urges that, working with the LEP, local MPs and Ministers, every effort should be made to bring forward the construction of the North West Relief Road and looks forward to further reports of progress in coming months."

After some debate and on being put to the vote, the amended motion was carried with a large majority of members voting in favour (and 4 abstentions).

92 QUESTIONS FROM MEMBERS

The Speaker advised that the following six questions from Members had been received in accordance with Procedure Rule 15 (a copy of the report containing the detailed questions and their formal responses is attached to the signed minutes).

- (i) Received from Mr D Kerr and answered by Mr M Price, Portfolio Holder for Planning, Housing, Regulatory Services and Environment regarding profits made by Bromford Housing Association.

By way of a supplementary question Mr Kerr asked if consideration could be given to Shropshire Council acting as an Enabler?

Mr Price asked Mr Kerr to discuss this with him after the meeting.

- (ii) Received from Mr D Kerr and answered by the Leader, Mr M Pate regarding Council Tax increases.

By way of a supplementary question Mr Kerr asked if with hindsight it had been wrong for Shropshire Council not to increase council tax over the last 10 years.

In response Mr Pate said he could not confirm either way.

- (iii) Received from Mr D Carroll and answered by Mr S West, Portfolio Holder for Culture and Leisure regarding the recent Archive Accreditation Award for Shropshire Archives.

There was no supplementary question.

- (iv) Received from Mrs P Moseley and answered by the Portfolio Holder for Adults, Mr L Chapman, regarding levels of adult social care today and in the future and requesting that efforts be made to reduce unnecessary time in hospital before patients were discharged.

A detailed supplementary question was asked by Mrs Moseley. The Portfolio Holder was keen to answer this and asked Mrs Moseley to see him after the meeting to discuss.

- (v) Received from Mr R Evans and answered by the Portfolio Holder for Leisure and Culture, Mr S West regarding how Transformation Challenge Award (TCA) monies had been spent and the latest position regarding libraries in Shropshire.

By way of a supplementary question Mr Evans said that he understood there was a TCA balance of £160,000. Where would this be spent please?

In response Mr West said he would provide a written response.

- (vi) Received from Mr R Evans and answered by the Portfolio Holder for Highways and Transportation, Mr S Jones, regarding 20 mph zones outside schools in Shropshire.

By way of a supplementary question Mr Evans asked if any of the 18 requests for a 20 mph speed limit outside their school, how many were still outstanding.

In response Mr Jones confirmed the current position regarding Shropshire Council schools; 5 were in progress, 1 was a traffic calming issue, 3 required more detail. In total 12 had not scored highly and remained to be reconsidered in subsequent years.

93 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That in accordance with the provisions of Schedule 12A of the Local Government Act 1972, and Paragraph 10.4(3) of the Council’s Access to Information Procedure Rules, the public and press be excluded during consideration of the following item.

94 SHREWSBURY BUSINESS PARK, PHASE THREE - EXEMPT ITEM

The Council received an exempt report by the Strategic Asset Manager, a copy of which is attached to the signed minutes, the proposed disposal of land identified for Phase 3 of the Shrewsbury Business Park.

RESOLVED: That the exempt report and recommendations contained therein be approved.

95 LAND AT WELSHPOOL ROAD, BICTON - EXEMPT ITEM

The Council received an exempt report by the Strategic Asset Manager, a copy of which is attached to the signed minutes, on the proposed disposal of land at Welshpool Road, Bicton Heath.

RESOLVED: That the exempt report and recommendation contained therein be approved.

Signed (Chairman)

Date:

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Committee and Date

Annual Council

18 May 2017

Responsible Officer Claire Porter

e-mail: claire.porter@shropshire.gov.uk

Tel: 01743 252763

RETURN OF ELECTION OF SHROPSHIRE COUNCILLORS

I, CLAIRE PORTER, the Returning Officer for Shropshire, DO HEREBY CERTIFY AND RETURN that the persons ELECTED as SHROPSHIRE COUNCILLORS for the several Electoral Divisions of the said Shropshire Council are as follows:

Electoral Division	Name	Address	Description
Abbey	HANNAH FRASER	72 Canon Street Shrewsbury SY2 5HH	Liberal Democrat
Albrighton	MALCOLM GREGORY PATE	Peel Cottage Holyhead Road Albrighton Nr Wolverhampton WV7 3BT	Conservative
Alveley and Claverley	TINA WOODWARD	48 Bridge Road Alveley Nr Bridgnorth WV15 6JU	Conservative
Bagley	ALEXANDER GEORGE PHILLIPS	18 Greenfields Gardens Shrewsbury SY1 2RN	Conservative
Battlefield	DEAN CARROLL	28 Allerton Road Sundorne Shrewsbury SY1 4QP	Conservative

Bayston Hill, Column and Sutton (3)	TED CLARKE	72 Lythwood Road Bayston Hill Shrewsbury SY3 0NL	Labour
	JANE MACKENZIE	37 Regents Drive Castlefields Shrewsbury SY1 2TN	Labour
	TONY PARSONS	2 Whitecroft Road Reabrook Shrewsbury SY3 7TJ	Labour
Belle Vue	HARRY TAYLOR	6 College Hill Shrewsbury SY1 1LZ	Labour
Bishop's Castle	JONATHAN PETER STACEY KEELEY	Castle View Bishop's Castle Shropshire SY9 5BS	Liberal Democrat
Bowbrook	PETER ADAMS	14 Longacre Mews Gains Park Shrewsbury SY3 5DT	Conservative
Bridgnorth East and Astley Abbots (2)	CHRISTIAN JAMES LEA	Holly Croft 1 The Hawthorns Bridgnorth WV16 5JG	Conservative
	WILLIAM MICHAEL PARR	25 St Mary's Street Bridgnorth WV16 4DW	Conservative
Bridgnorth West and Tasley (2)	LES WINWOOD	93 Sidney Cottage Drive Bridgnorth WV16 4PH	Conservative
	ELLIOTT LIAM LYNCH	Yew Tree Cottage Farmcote Bridgnorth WV15 5PT	Conservative

Broseley	SIMON CHRISTOPHER HARRIS	53 Wilkinson Avenue Broseley Shropshire TF12 5DZ	Conservative
Brown Clee	ROBERT STUART TINDALL	Mill Farm Cleobury North Bridgnorth WV16 6RP	Conservative
Burnell	DAN MORRIS	Black Lion House Pulverbatch Shrewsbury Shropshire SY5 8EA	Conservative
Castlefields & Ditherington	ALAN NEIL MOSLEY	11 Queen Street Castlefields Shrewsbury SY1 2JT	Labour
Cheswardine	ROB GITTINS	31 Manor Cottages Woodseaves Market Drayton Shropshire TF9 2AT	Conservative
Chirbury & Worthen	HEATHER MARY KIDD	Eastville Chirbury Montgomery SY15 6BH	Liberal Democrat
Church Stretton and Craven Arms (2)	DAVID WILLIAM EVANS	Haulfryn Halford Craven Arms SY7 9JG	Conservative
	LEE CHAPMAN	Oaklea Longmynd Hotel Cunnery Road Church Stretton SY6 6AG	Conservative
Clee	RICHARD MARK HUFFER	2 The Parks Angel Lane Bitterley Ludlow SY8 3HZ	Liberal Democrat

Cleobury Mortimer (2)	GWILYM HOWARD LESLIE BUTLER	Little Beck House Lion Lane Cleobury Mortimer Nr Kidderminster DY14 8BT	Conservative
	MADGE SHINETON	2 Ralph Jones Terrace High Street Cleobury Mortimer Kidderminster DY14 8DP	Independent
Clun	NIGEL JOHN HARTIN	14 Ladywell Bucknell SY7 0AZ	Liberal Democrat
Copthorne	PETER NUTTING	5 Westhope Avenue Copthorne Shrewsbury SY3 8UY	Conservative
Corvedale	CECILIA MARY ANNE MOTLEY	Lower Norton House Norton Craven Arms Shropshire SY7 9LS	Conservative
Ellesmere Urban	ANN HARTLEY	Kohima Villa 4 Trimpley Street Ellesmere Shropshire SY12 0AE	Conservative
Gobown Sellatyn and Weston Rhyn (2)	ROBERT JOHN MACEY	Newlyn By Pass Road Gobowen Oswestry SY11 3NG	Conservative
	THOMAS MARK JONES	Park Issa Whittington Oswestry Shropshire SY11 4NF	Conservative
Harlescott	IOAN GRUFFYDD JONES	39 Worcester Road Harlescott Grange Shrewsbury Shropshire SY1 3LR	Labour

Highley	DAVE TREMELLEN	Flat 1 Old Colliery Station Road Highley Shropshire WV16 6NW	Independent
Hodnet	KAREN DALE CALDER	The Old Post Office 46 Mill Road Wollerton Nr Hodnet TF9 3NB	Conservative
Llanymynech	MATT LEE	14 Oak Street Oswestry Shropshire SY11 1LJ	Conservative
Longden	ROGER ARTHUR EVANS	Brindles Plealey Pontesbury Shrewsbury SY5 0UY	Liberal Democrat
Loton	ED POTTER	Oak Tree Farm Longnor Shrewsbury Shropshire SY5 7QG	Conservative
Ludlow East	TRACEY HUFFER	2 The Parks Angel Lane Bitterley Ludlow SY8 3HZ	Liberal Democrat
Ludlow North	ANDREW BODDINGTON	11 Chestnut Grove Ludlow SY8 1TJ	Liberal Democrat
Ludlow South	VIVIENNE PARRY	31 Clifton Villas Temeside Ludlow SY8 1PA	Liberal Democrat
Market Drayton East	ROY ALDCROFT	Cranbank Newcastle Road Market Drayton Shropshire TF9 1HW	Conservative

Market Drayton West (2)	ROGER HUGHES	Glencott Longslow Market Drayton TF9 3QY	Conservative
	DAVID JAMES MINNERY	The Willows Betton Road Market Drayton TF9 1HH	Conservative
Meole	NICHOLAS JULIAN LAURENS	14 Lonsdale Drive Washford Park Shrewsbury SY3 9QJ	Conservative
Monkmoor	PAM MOSELEY	116 Underdale Road Shrewsbury SY2 5EF	Labour
Much Wenlock	DAVID RICHMOND TURNER	Woodhouse Farm Wyke Much Wenlock TF13 6NZ	Conservative
Oswestry East (2)	CLARE VICTORIA ASPINELL	Greenfields Weston Lane Oswestry Shropshire SY11 2BD	Conservative
	JOHN WILLIAM PRICE	14 Woodland View Trefonen Oswestry Shropshire SY10 9EL	Conservative
Oswestry South	DAVID PAUL MILNER	56 School Lane Trefonen Oswestry Shropshire SY10 9DY	Conservative
Oswestry West	VINCE HUNT	Plas Ucha Trefonen Oswestry SY10 9DT	Conservative
Porthill	JULIAN DAVID GEOFFREY DEAN	10 Ellesmere Road Shrewsbury Shropshire SY1 2PJ	Green

Prees	PAUL WYNN	Hadley Farm Wrexham Road Whitchurch SY13 3AB	Conservative
Quarry & Coton Hill	NAT GREEN	94 St Michaels Street Shrewsbury Shropshire SY1 2HE	Liberal Democrat
Radbrook	KEITH ROBERTS	Laburnum House Hook-a-Gate Shrewsbury SY5 8BH	Conservative
Rea Valley	NICK HIGNETT	South View Main Road Pontesbury Shropshire SY5 0PS	Conservative
Ruyton & Baschurch	NICHOLAS JOHN BARDSLEY	The Granary Yeaton Manor Farm Baschurch Shrewsbury SY4 2HY	Conservative
Severn Valley	CLAIRE WILD	Newmans Hall Eaton Mascott Shrewsbury SY5 6HE	Conservative
Shawbury	SIMON JONES	10 River Gardens Shawbury Shrewsbury Shropshire SY4 4LA	Conservative
Shifnal North	KEVIN DAVID TURLEY	45 Greenfields Crescent Shifnal Shropshire TF11 8ED	Independent
Shifnal South & Cosford	STUART JOHN WEST	The Hawthorns 12 Greenfields Shifnal Shropshire TF11 8DZ	Conservative
St Martin's	STEVE DAVENPORT	Near Meres Welsh Frankton Oswestry SY11 4NX	Conservative

St Oswald	JOYCE BERNADETTE BARROW	Silverdale House Silverdale Drive Trefonen Oswestry Shropshire SY10 9DJ	Conservative
Sundorne	KEVIN JOHN PARDY	13 Sundorne Avenue Shrewsbury Shropshire SY1 4JL	Labour
Tern	LEZLEY MAY PICTON	Newmans Hall Eaton Mascott Shrewsbury Shropshire SY5 6HE	Conservative
The Meres	BRIAN BECKETT WILLIAMS	The Hawthorns Scholars Lane Loppington Shrewsbury SY4 5RE	Conservative
Underdale	DAVID GEORGE VASMER	1a Shelton Fields Shrewsbury Shropshire SY3 8PA	Liberal Democrat
Wem (2)	PAULINE ANNE DEE	Benedict House 17 Chapel Street Wem SY4 5ER	Independent
	CHRISTOPHER JOHN MELLINGS	Dwyfor 37 Kynaston Drive The Wheatfields Wem SY4 5DE	Liberal Democrat
Whitchurch North (2)	THOMAS HENRY BIGGINS	Dearnford Tilstock Road Whitchurch Shropshire SY13 3JJ	Conservative
	PEGGY MULLOCK	33 Talbot Crescent Whitchurch Shropshire SY13 1PH	Conservative

Whitchurch South	GERALD DAKIN	Colinslea 15 Mile Bank Whitchurch Shropshire SY13 4JY	Conservative
Whittington	STEVE CHARMLEY	3 Glebe Meadows Whittington Oswestry Shropshire SY11 4AG	Conservative
Worfield	MICHAEL LINDEN WOOD	Four Winds Beckbury Shifnal Shropshire TF11 9DG	Conservative

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Committee and Date

Annual Council

18th May 2017

10:00am

APPOINTMENT TO OUTSIDE BODIES, COMMITTEES AND GROUPS

Responsible Officer Claire Porter – Head of Legal and Democratic Services (Monitoring Officer)

e-mail: claire.porter@shropshire.gov.uk

Tel: 01743 252763

Summary

Council is asked to make appointments to outside bodies, committees and groups where urgent appointments are required. It is also requested to agree a process for the consideration of appointments to the remaining committees, groups and outside bodies.

Recommendations

- A To agree urgent appointments to the outside bodies, committees and groups set out in Appendix 1 to this report.
- B To agree that a small Working Group comprising Group Leaders or their nominated representatives be established with delegated powers to appoint to the remaining outside bodies, committees and groups, and that any bodies where agreement cannot be reached by the Group be referred back to Council for decision.
- C That, the Chief Executive in consultation with appropriate Group Leaders be authorised to agree any other appointment that may be necessary as a matter of urgency.

REPORT

Background

1. Shropshire Council is asked to make appointments to various committees, groups and over 50 outside bodies.
2. The outside bodies range from national, regional and county organisations down to local charitable bodies. Under the Constitution, appointments to

outside bodies are the responsibility of Council at the Annual meeting. Between these meetings the Leader of the Council has authority to approve appointments regardless of how they might occur and to inform the Chief Executive accordingly.

3. Some appointments need to be made urgently as meetings are scheduled for late May and June. National and Regional Local Government Associations also need to know representation in order to set political balance.
4. It should be noted that all the outside bodies appointed to in 2013 have been approached to see if they still require Council representation and the list included as Appendix 1 has been updated to reflect their responses. The lists of remaining outside bodies, committees and groups requiring representation have likewise been amended.

Proposals

5. Those outside bodies, Committees and groups where urgent appointments are required are set out in Appendix 1 to this report. Council is asked to agree appointments to these bodies. *(Names to be circulated at the meeting.)*
6. It is then recommended that the remaining appointments are considered by a Working Group with delegated powers comprising of Group Leaders or their nominated representatives and that any areas where agreement cannot be reached by the Group be referred back to Council for decision.
7. If any further appointments arise of an urgent nature before the meeting of the Working Group, it is proposed that the Chief Executive, in consultation with Group Leaders, be authorised to agree any appointments required as a matter of urgency.

<p>List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)</p>
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<p>Schedule of Outside Bodies</p>

<p>Human Rights Act Appraisal</p>
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<p>The contents of this report are compatible with provisions of the Human Rights Act 1998.</p>

<p>Environment Appraisal Not applicable</p>
--

<p>Risk Management Appraisal</p>

<p>It is important to agree urgent appointments at the 18th May 2017 meeting as representation will be required at meetings due to take place in the following weeks</p>

<p>Community / Consultations Appraisal</p>

<p>It is an essential role of Members to involve themselves in local issues</p>

<p>Cabinet Member Not applicable</p>

<p>Local Member Not applicable</p>

<p>Appendices:</p>

<p>Appendix 1 – Schedule of outside bodies, Committees and groups where urgent appointments are required to be made at this meeting of the Council</p>

Appendix 1

Nominations Required Urgently to the Following Bodies

Outside Body	Required Representation
County Council Network Council	Up to 4 Members
Local Government Association	Up to 4 Members (5 votes available)
Local Strategic Partnership Leaders Board	1 – Leader
Political Structures Monitoring Group	9 - Members
SPARSE (Rural Services Network)	4 (2 as observers)
Strategic Advisory Group	2 - Members 2 – Alternates
West Midlands Employers	1 – Leader of Cabinet or Portfolio Holder
West Mercia Police and Crime Panel	4 – Members 4 – Alternates
Counties Furniture Group Board	1 - Member
Board of Shropshire Towns and Rural Housing Limited	3 – Council Board Members (Currently 2 Members and 1 Officer)

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Committee and date
Council

18 May 2017

APPOINTMENT OF INDEPENDENT PERSON

Responsible Officer Claire Porter

Email: claire.porter@shropshire.gov.uk

Tel: 01743 252763

1. Summary

- 1.1 Shropshire Council is required by the Localism Act 2012 to have in place at least one independent person whose views are to be sought and taken into account when dealing with allegations that its Councillors, and those of the Town and Parish Councils in Shropshire, have failed to comply with the code of conduct.
- 1.2 The term of office of the current independent Person is coming to an end.

2. Recommendation

- 2.4 **That Mr Tim Griffiths be appointed as an Independent Person for a period of five years.**

REPORT

3 Independent Person(s)

- 3.1 The "arrangements" adopted by the Council for the promotion of ethical conduct must include provision for the appointment by Council of at least one "Independent Person."
- 3.2 The term of office of the current Independent Person is coming to an end.
- 3.3 The Independent Person must not have been a member or co-opted member of the authority for a period of 5 years prior to their appointment and must have applied following an advertisement being placed locally.
- 3.4 An application has been placed, and applications received to fill the vacancy that arises.
- 3.5 The selection process has been delayed as a consequence of Local Government Elections and an appointment is necessary with some urgency.

- 3.6 One of the applicants, Mr Tim Griffiths, was previously an Independent member of the statutory Standards Committee and was offered a reserve position following an interview when applications were last invited.
- 3.7 The Monitoring Officer proposes that, having regard to previous experience and following interviews which took place during the previous selection process, Mr Tim Griffiths is appointed to the position for a five year period.
- 3.8 It is also proposed to continue with the current selection process to secure the appointment of a second Independent person.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)

None

Cabinet Member (Portfolio Holder)

TBC

Local Member

All

Appendices

None



Committee and date

Council

18 May 2017

AMENDMENTS TO THE CONSTITUTION – PART 8 – DELEGATIONS TO OFFICERS

Responsible Officer Claire Porter

Email: claire.porter@shropshire.gov.uk

Tel: 01743 252763

1. Summary

- 1.1 Part 8 of the Council's Constitution sets out the Scheme of Delegation to Officers ("the Scheme"). A review of the delegations within the Scheme has been undertaken and this report outlines the substantive amendments for Members' approval.

2. Recommendation

- 2.1 **That Members approve the updated Part 8 – Delegations to Officers as outlined within this report and as set out in Appendix 1.**

REPORT

3. Risk Assessment and Opportunities Appraisal

- 3.1 It is important that the Council's Constitution is kept up to date to ensure it reflects the way the Council operates and also to ensure that decision making is carried out transparently with proper authority.

4. Financial implications

- 4.1 This report seeks authority to update Part 8 of the Constitution. If the Constitution not kept up to date, any flaws in decision making could lead to the risk of costs arising from challenges to decisions or delays in decision making leading to unforeseen costs.

5. Background

- 5.1 An exercise has been undertaken to review Part 8 of the Council's Constitution. This part of the Constitution sets out the Scheme of Delegation to Officers.

5.2 The review has resulted in proposed amendments to Part 8 that can be categorised as follows:

- Those which are merely for clarification purposes
- Those which are as a result of changes in job titles
- Those which are more substantial in nature and amend the current delegations.

5.3 This report focusses on the amendments that are more substantial in nature for which approval is required by Council. The proposed amendments are as follows:

Head of Business Enterprise and Commercial Services

Pages – H12-14

Paragraph 9 – There has been an update to the terminology and a change to the threshold figures – a change from “£500,000 capital” to “£500,000 capitalised over the term” and the rental value figure increased from £25,000 to £50,000.

Director of Public Health

Pages H23-48

Housing

Certain pages dealing specifically with housing matters alone have been deleted and included in the section that previously dealt with only Trading Standards and Environmental Health functions (Page H40). This provides a consistent approach to the delegations across the core Trading Standards and Environmental Health functions and gives flexibility to Operations Managers to act and authorise officers across the function as necessary. As a consequence all delegations dealing with housing matters are now proposed to be exercisable by Operations Managers as well as the Director of Public Health. This is in line with the level of delegations across all regulatory services.

Licensing

Pages H23-40

The ‘table approach’ that is currently adopted within the Constitution for the delegations under the Licensing Act and the Gambling Act has been replicated for all licensing functions. All delegations that previously appeared in this section of Part 8 are now included in the Tables and covered by a general delegation at Page H40. The Schedule of Legislation incorporates the relevant licensing legislation.

The level of delegation remains unchanged in all cases with the exception of fee setting and determining exemptions from fees. The Strategic Licensing Committee currently has the delegated power to set fees for all hackney carriage and private hire licensing fees. It is proposed that this is extended to cover all licensing related fees on the basis that, in practice, the work that is undertaken to set the hackney carriage and private hire licensing fees is replicated for all other fees and already features in the annual fees report to the Committee. It is proposed that determining exemptions from fees goes one level lower to Team Manager.

Trading Standards, Environmental Health, Licensing and Ecology related functions
Pages H40-45

Page H40 – Amendments are proposed to the introductory paragraph as the Chief Inspector of Weights and Measures is required to hold a particular qualification. The proposed wording should ‘future proof’ the delegation and in practice it will mean that an Operations Manager has the delegated authority and a Team Manager is the ‘deputy’.

Paragraphs 1-4

Various amendments have been made to clarify and tidy up references and ensure that housing licensing and ecology functions are covered in the general delegation to Operations Managers. There is no change to the level of the delegations. There is a new para 3 (iv). This is a new delegation and will allow the relevant Operations Manager to institute legal proceedings as the investigations team are taking on investigations for other service areas and other Directors. There is a need to increase the flexibility around the Operations Manager delegations to facilitate this.

Highways and Environmental Maintenance Functions

Page H45-47

The whole section has been re-formatted to correct errors and reduce confusion; where necessary the text has been amended to link directly to the wording in the relevant legislation. No changes to the level of delegations have been made but the legislation has been updated to take account of significant changes that have occurred as a result of the Anti-Social Behaviour, Crime and Policing Act 2014 and the wider powers that are available to the Council under this legislation.

Matters and legislation

Page H46

The insertion of the reference to Chronically Sick and Disabled Persons Act 1970 covers the inspection of Blue Badges by Civil Enforcement Officers.

Head of Infrastructure and Communities

H51-56

Page H54 – paragraph 5 – Highways and Environmental Maintenance Functions – this whole section has been updated to replicate the amendments as proposed by Public Protection (see above). It is proposed that in addition to the Director of Place and Enterprise, the Head of Infrastructure and Communities has the power to institute legal proceedings for the areas for which he is responsible and as set out within the delegations.

6. Conclusion

Members are asked to agree the proposed amendments to Part 8 of the Constitution and to endorse Part 8 as set out in Appendix 1.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)

None

Cabinet Member (Portfolio Holder)

Local Member

All

Appendices

Appendix 1 – updated Part 8 – Delegations to Officers

SCHEME OF DELEGATION OF FUNCTIONS TO OFFICERS

Definitions:

"Chief Officers" means the Chief Executive, Directors, Monitoring Officer, s151 Officer, and Heads of Service.

"The Council" includes any committee or officer of the Council acting within delegated powers and acting as agent for another body or person

"Council Policies" within the Section referred to under "Planning" includes any development plan or informal plan or development brief, code of guidance or brochure on good design.

"The establishment" means the staff establishment of the Council for which funds have been provided in the estimates.

"The estimates" means the capital and revenue estimates approved by the Council.

"Extension" includes alterations, and in respect of a dwelling house any development within the curtilage.

"Facilities" mean facilities under the control of the Chief Executive.

"Function" includes any power or duty

"Income of the Council" includes community charges, council tax, national non domestic rates, penalties under community charge and council tax legislation and contractual and other payments due to the Council

"Legislation" and "statute" includes subordinate legislation and "legislative" and "statutory" shall be construed accordingly.

"Proceedings" includes any tribunal, inquiry, arbitration or other legal or quasi legal proceedings.

"Staff" means all employees of the Council.

Part 8 – Delegations to Officers

PREAMBLE

1. The following functions are delegated to the officers described below by the Council, pursuant to Section 101 of the Local Government Act 1972 and by the Executive under Section 15 of the Local Government Act 2000.
2. The officers referred to in Part 7 (Management Structure) or by title within this Part 8 or any successor subsequent to any re-organisation and any officers acting in their place under paragraphs 3 and 14 are authorised to exercise the powers of the Council (both Executive and non-Executive functions) relating to their areas of responsibility as set out in Part 7 of this Constitution including professional and managerial functions relating to his/her service subject to the limitations and reservations of this Scheme
3. Every officer referred to in Part 7 and by title within this Part 8, may authorise officers in his/her department/service area or the relevant service area to exercise on his/her behalf, functions delegated to him/her. The qualification to this is that in the case of the delegation reserved to the Chief Officer with the responsibility for Trading Standards the delegation can only be exercised by an officer possessing the necessary qualification to do so. Any decisions taken under this authority shall remain the responsibility of the relevant officer referred to in Part 7 and by title within this Part 8 and must be taken in the name of that officer, who shall remain accountable and responsible for such decisions. However, certain legal functions have to be exercised by and in the name of the Head of Legal and Democratic Services.
4. The Scheme delegates powers and duties within broad functional descriptions and includes powers and duties under all legislation present and future within those descriptions and all powers and duties including those relating to the employment of staff and incidental legislation.
5. The Constitution includes power for the Executive and committees to delegate their functions onwards to officers or to other local authorities and is in addition to any other general scheme made by the Council which does not conflict with it.
6. Functions of the Council are divided between:
 - (i) Executive functions, which are all those functions of the Council which are not non-Executive functions, and
 - (ii) non-Executive functions, which are required by statute or regulations to be non-Executive functions or local choice functions that the Council decides will be non-Executive functions and in exercise with statutory discretion.

Part 8 – Delegations to Officers

7. Any exercise of responsibility of functions or delegated powers shall comply with:
 - (i) any statutory restrictions;
 - (ii) the Council's Constitution in particular the Financial and Contract Rules and any other guidelines, policies or procedures as the Council or Cabinet prescribe;
 - (iii) the Code of Recommended Practice on local authority publicity;
 - (iv) the need to take legal or other appropriate professional advice when required;
8. The Scheme does not delegate to officers any matter that:
 - (i) is reserved by law or by this Constitution to the full Council or
 - (ii) may not by law be delegated to an officer.
9. The Scheme places an obligation on officers to keep Members properly informed of any action arising under these delegations and to record decisions.
10. It should always be open to the Cabinet or any committee of the Council, as appropriate, to take decisions on any matter falling within the delegated power of an officer, provided that the matter is within their terms of reference.
11. Any decision taken under this Scheme must be made within the approved revenue and capital budgets, subject to any discretion allowed by the Financial Rules
12. The Political Structures Monitoring Group will review from time to time, as may be necessary, the general operation of the approved delegated arrangements, with any variations or amendments requiring the approval of the Cabinet and/or Council.
13. The Head of Legal and Democratic Services shall make routine revisions providing clarity where necessary and by replacing references to any repealed or amended, consolidated or replacement legislation, or secondary legislation with current references.
14. In the event of an Officer referred to in Part 7 or by title within this Part 8 not being available for whatever reason, his/her Deputy (or, where there is no officer designated as such, the next most appropriate senior officer) shall be authorised to implement approved delegated arrangements. The qualification to this is that in the case of the delegation reserved to the Head of Service with responsibility for Trading Standards the delegation can only be exercised by an officer possessing the necessary qualification to do so. In addition any officer attending any meeting, committee, public inquiry or other meetings of this nature as a representative of a Chief Officer shall have full authority to act

Part 8 – Delegations to Officers

on behalf of that Chief Officer unless such authority has been limited by the Chief Officer.

15. Should the title of an Officer be altered from that shown owing to a re-organisation or for any other reason, the approved delegated arrangements shall be exercisable by the appropriate Officer referred to in Part 7 or by title within this Part 8, as the case may be, responsible for the function in question.
16. For the avoidance of doubt any delegation exercised by a Head of Service may be exercised by the relevant Director and any delegation exercised by a Director may be exercised by the Chief Executive unless restricted by this Scheme of Delegation or by law.
17. Any reference to a committee shall be deemed to include a reference to any other committee or sub Committee to which the performance of the function is delegated.
18. Any reference to a specific statute includes any statutory extension or modification or re-enactment of such statute and any regulation, orders or schemes made thereunder.

Consultation

19. In exercising delegated powers, officers shall consult other officers as appropriate and shall have regard to any advice given and where the exercise of a delegated power is likely to affect more than one service area, consultation shall take place with any other Chief Officer whose service area is likely to be affected.
20. Where an issue which falls within an officer's delegated powers has significant policy, service or operational implications, or is politically sensitive, that officer shall consult and liaise closely with the appropriate Cabinet member(s) (or in their absence, the Leader) or the committee chair (or in their absence, the vice-chair) before exercising the delegated powers.
21. It shall always be open to an officer to consult a Cabinet member, a committee, or its chair or vice-chair before exercising the delegated powers, or not to exercise delegated powers but to refer the matter to the Council, Cabinet or a committee for decision.
22. The normal requirements for consultation with Local Members on matters affecting their Electoral Divisions, as set out in the Local Member Protocol, will also be adhered to.

Limits on Delegated Arrangements

23. Officers may not exercise any of the functions reserved by Part 3 to the Council, the Cabinet or any committee of the Council. Nor may officers:
 - (i) change approved policies;
 - (ii) create new policies;

Part 8 – Delegations to Officers

- (iii) provide formal responses to any White Paper, Green Paper or other consultations likely to lead to policy changes or have a significant impact upon services;
- (iv) increase the totality of the revenue or capital budgets agreed by Full Council.

Authorisation

24. By this Scheme and subject to the limitations and reservations herein, the Council delegates and authorises the officers identified in this Part 8 above and any officers acting in their place under paragraphs 3 and 14:

- (i) to exercise the powers specified;
- (ii) to exercise any of the Council's functions in an emergency; and

authorises any other officers identified under arrangements made by the Council or Cabinet or any committee pursuant to section 101 (2) of the Local Government Act 1972 or section 15 the Local Government Act 2000 to exercise the powers specified in relation to the appropriate officers in those arrangements.

Part 8 – Delegations to Officers

SPECIFIC POWERS DELEGATED TO OFFICERS

Chief Executive

1. Exercise the functions of the Council's Head of Paid Service under s4 Local Government and Housing Act 1989 and in this role the general management of the Authority.
2. Exercise the powers of the Council under s138 of the Local Government Act 1972 in the event of an emergency disaster.
3. To appoint such independent persons to Appeals Committees or Panels as required by law or in his/her discretion appears appropriate and may maintain lists of such persons for such purposes. In the case of Education Admission and Exclusion Appeal Panels to appoint the Chairman of each Appeal Panel.
4. To designate officers as authorised officers for the purpose of exercising the Council's powers under any statutory provisions.
5. To issue any licences or control any registration of persons or premises on behalf of the Council under any legislation save to the extent that this power is specifically delegated by this Scheme or reserved by law to a Senior Officer.
6. To publish notices as required on behalf of the Council under any legislation save to the extent that this power is specifically delegated by this Scheme or reserved by law to a Senior Officer.
7. To approve the grading and regrading of posts (subject to NJC to Local Government Services, Soulbury and Youth and Community Worker Conditions of Service) where the proposed maximum grade is PO17 or Band 14 or above (or equivalent).
8. To approve the original grading of individual posts, (subject to JNC Chief Officer Conditions) and regradings of such posts providing that the proposed grading is no more than one grade higher (or lower) than the current grade.
9. To approve the composition of Appeal Panels convened by the Head of Human Resources to deal with disciplinary, grading or other issues.
10. In consultation with the relevant Portfolio Holder to take decisions in respect of any company where the Council has an interest as shareholder, subject to issues of a significant nature being brought to Cabinet and, if necessary, to Council. (A significant issue is a decision which is likely to result in the Council incurring expenditure, making a saving, receiving income or an increase in share value above a budget value of £500,000 as per the Council's Financial Rules).

Part 8 – Delegations to Officers

11. To agree changes to appointments to outside bodies arising from changes in Cabinet, members or group nominations.
12. To approve nominations received for the filling of co-opted member vacancies on Committees and Panels in consultation with the relevant Portfolio Holder.
13. To appoint Authorising Officers contained in Sections 28 and 29 Regulation of Investigatory Powers Act 2000.
14. The Chief Executive may (save to the extent that such matters are reserved by statute for other individual Officers) exercise any powers delegated under this scheme to any Chief Officer.
15. The Chief Executive may take such steps as are appropriate to secure compliance with any decision of Council, Cabinet, a Committee or Panel.
16. The Chief Executive when exercising any powers may authorise in consultation with the Head of Finance, Governance and Assurance the incurring of expenditure in an emergency even if there is no specific provision in the budget of the Council or Cabinet for this to be done.
17. Any power exercisable by the Chief Executive in these Delegations shall be exercisable in the absence of the Chief Executive by such other Chief Officer as the Chief Executive shall from time to time designate as his/her Deputy.
18. If considering the exercise of a delegated power which would normally be exercised by one of the other Chief Officers, the Chief Executive shall consult with the Chief Officer if available and the Chairman, Cabinet or the relevant Portfolio Holder concerned if available.
19. Following consultation with the Leader to give the necessary consent required under s31(2) of the Anti Social Behaviour Act 2003 to the Police to authorise the designation of areas of the County within which the powers under s 30 and 36 of the Act are to be exercised.
20. To approve any requests from Town Councils for Shropshire Council to delegate its powers under Sections 248 & 249 of the Local Government Act 1972 to install / create Freemen and Honorary Freemen.

Senior Management Team

- (1) To approve significant variations to existing corporate personnel policies and locally adopted conditions of service in relation to all national negotiating bodies prior to consultation taking place with the Trade Unions, except where the financial or policy implications across the Council require the matter to be referred to the Cabinet.

Part 8 – Delegations to Officers

- (2) To adopt new corporate personnel policies and exercise any discretions available in national agreements, in relation to all national negotiating bodies, except where the financial and policy implications across the Council require the matter to be referred to the Cabinet.
- (3) Where in exceptional circumstances it is necessary to amend fees and charges within a year from that agreed by Full Council and any such amendments follow the principles set out in the approved Charging Policy, Directors in consultation with the appropriate Portfolio Holder for the service where fees and charges are being amended will have delegated authority to agree these changes subject to any changes to the levels of fees and charges including the introduction of new charges resulting in a budget adjustment must be approved in line with the Council's Virement Rules (financial size).

Chief Officers

1. To take all steps to implement any decisions taken by Council/Cabinet or any of its committees or under delegations.
2. To exercise day to day management of those services, staff and resources placed under the control of the Chief Officer.
3. To implement, in the areas for which they are responsible, corporate personnel policies and nationally and locally determined conditions of service adopted by the Council.
4. To appoint staff (excluding the posts of Chief Executive, Monitoring Officer, Section 151 Officer , and Directors) within structures and budgets approved by the Council and the Cabinet where Procedure Rules allow and to exercise control and discipline in accordance with the Council's agreed policies and personnel procedures.
5. To appoint staff within budgets approved by the Council and structures approved by Cabinet and to exercise control, discipline and dismissal in accordance with the Council's agreed policies and personnel procedures.
6. Upon advice from the Head of Human Resources the making of agreements with other local authorities for placing of staff at the disposal of other authorities.
7. To authorise the acquisition of assets or services necessary for the day to day performance of the Council's business or fulfilment of any matter authorised by Cabinet for which a budget has been approved.
8. Following consultation with the relevant Portfolio Holder to enter into agreements for the provision of services to third parties and make charges therefore subject to the confirmation of the Head of Legal and Democratic Services that the activity is not ultra vires.

Part 8 – Delegations to Officers

9. Taking such steps as may be required to maintain the operation or effectiveness of services.
10. Taking such steps to put in place any policy decision taken by the Council.
11. To approve changes to the number and distribution of posts (subject to NJC for Local Government Services, Soulbury and Youth and Community Worker Conditions of Service) for which they are responsible subject to financial provision for the current and future years being available. Where changes are proposed to the Chief Officer structure a report to Cabinet will be required before any such changes are implemented. All other changes to structures remain delegated to Chief Officers.
12. To approve changes to the grading of posts (subject to NJC for Local Government Services, Soulbury and Youth and Community Worker Conditions of Service), taking account of job evaluation outcomes for posts covered by these schemes and subject to financial provision for the current and future years being available; and the proposed maximum grade being below PO17 or Band 14 (or equivalent).
13. To authorise staff to exercise such powers of entry, inspection and survey of land buildings or premises and may issue any necessary evidence or authority as may be appropriate to the execution of their duties and in respect of which they have statutory powers.
14. For the avoidance of doubt the Chief Officers are authorised to act on behalf of the Council within the service area for which he/she is responsible and as set out in this Scheme of Delegation and subject to the considerations as set out in the Preamble above.
15. The Council has also expressly agreed that these delegations shall extend to enable the Directors of Children's Services, Adult Services and Public Health and their respective Heads of Service to act under these powers in respect of all Health, Education and Social Services matters as defined within the Local Authority Social Services Act 1970.
16. Without prejudice to the generality of the powers of the Head of Legal and Democratic Services to institute proceedings and as set out within this Part 8, the Director of Place and Enterprise, the Head of Infrastructure and Communities, the Head of Adult Social Care Operations, the Director of Public Health and the Operations Managers who report directly to the Director of Public Health shall have the power to institute proceedings either in the name of the Council or in the name of an officer under those statutory provisions which relate to their respective service areas.

Head of Finance, Governance and Assurance

In addition to acting on behalf of the Council in relation to matters within their service area the Corporate Head of Finance, Governance and Assurance shall have authority:

Part 8 – Delegations to Officers

1. To carry out the responsibilities and powers of the Chief Finance Officer as defined in Section 151 Local Government Act 1972, The Local Government Finance Act 1988, The Local Government and Housing Act 1989, the Local Government Act 2003 and the Accounts and Audit Regulations 2003 as amended.
2. To operate the Council's banking arrangements.
3. To pay salaries and allowances.
4. To exercise (so far as may be lawful) the powers of the Council to borrow and invest; and to lend and to determine rates of interest and terms of repayment on such loans as may be required or prudent from time to time.
5. To pay all sums properly authorised as due.
6. To collect all income due to the Council, including appropriate interest and costs , including:
 - (i) The recovery of unpaid income due to the Council by the issue of summonses or otherwise, including proceedings in tribunals and inferior courts.
 - (ii) The issue and recovery of penalties (or their waiver and writing off) under the Third Schedule to the Local Government Finance Act 1988 and the Third Schedule to the Local Government Finance Act 1992.
7. The writing off of court costs in respect of national non domestic rates and council tax.
8. The payment of sums properly payable from the Collection Fund.
9. Requests to the Valuation Officer to revise valuation lists by e.g. the inclusion of newly completed properties, and appeals against valuations of Council property.
10. The determination of on-costs and rates of interest in respect of any sums due where such on-cost or interest is properly chargeable.
11. To determine all claims, administer and collect payment in relation to Council Tax, National Non Domestic Rates and Housing Benefits (including the exercise of all discretions conferred upon the Council by the relevant schemes).
12. To deal with all insurances against loss to or liability of the Council including the areas of cover, the extent of cover, the negotiation and acceptance of conditions of cover, and settlement of claims against the insurer or by a claimant (so far as permitted by the insurer).
13. The determination of financial management and accounting procedures and the form and extent of financial records.

Part 8 – Delegations to Officers

14. The production and distribution of financial management information.
15. Financial negotiations with external bodies.
16. Determination of the manner in which the cost of capital schemes is to be defrayed and the application of capital receipts.
17. Co ordination, control and supervision of all monies due to the Council.
18. Write off of income due to the Council which is considered irrecoverable if:
 - (i) amount is £100,000 or less
 - (ii) debtor has been declared insolvent or bankrupt
 - (iii) debtor being a company which has ceased to trade.
19. To act as Scheme Administrator for the Shropshire Council Pension Fund.
20. To authorise payments of any pensions, gratuities, grants, etc provided for in the Superannuation Acts and Regulations, subject to those payments being in accordance with the Acts, Regulations or agreed Policy of the Council.
21. In cases of urgency to approve virement, supplementary revenue and capital votes not otherwise covered by the Corporate Head of Finance's delegated authority.
22. To approve supplementary revenue votes for items which are unavoidable and are not inconsistent with approved budgetary policy and which:
 - Result from pay awards or price increases not taken into account in approved revenue votes.
 - Result from expenditure arising from the mandatory implementation of Acts of Parliament or other Government directives.
 - Are urgently necessary to maintain existing services and cannot reasonably be met from appropriate approved revenue votes.
23. Virement (ie the transfer of sums approved for a specified purpose to another purpose) to authorise in accordance with the Financial Rules providing there are no greater consequential revenue effects in later years.
24. To approve supplementary capital votes subject to the limitations set out in the Financial Rules.
25. To exercise the Council's voting rights as a member of the National Association of Pension Fund Investment Protection Committee, subject to consultation with the Chairman of the Pensions Committee if appropriate.

Part 8 – Delegations to Officers

26. To approve, on the recommendation of the Chief Officer concerned, individual items of expenditure from the Council's Reserves and Provisions, after appropriate resources have been voted by the Council.
27. To approve the application for and the terms and conditions of grant funding for the Council and approval of all payment made by the Council when acting as an Accountable Body.
28. To maintain a "carry forward" scheme for the management of revenue and capital underspends, the recommendations of which, are agreed by Cabinet prior to the start of the new financial year.
29. To maintain the Council's Financial Rules.
30. In conjunction with the Head of Legal and Democratic Services to maintain the Council's Contract Rules.

Head of Business Enterprise and Commercial Services

1. In connection with sales of surplus property, to authorise repairs, advertising, appointment of agents and applications for planning permission.
2. To agree rating assessments for Council property, and to make proposals and objections to the Valuation Court.
3. To exercise day-to-day control over the Council's land and premises and to serve all necessary notices and counter notices.
4. To declare surplus and authorise terms for the acquisition or sale of property not exceeding £500,000 in value.
5. Where property has a greater value than £500,000, a Cabinet decision will be required to confirm it being declared surplus and may authorise the Head of Business Enterprise and Commercial Services to settle terms for acquisitions or disposals.
6. To approve allowances to tenants for expenditure incurred by them for repairs, drainage rates and the like.
7. To settle dilapidation claims and compensation payments on the termination or surrender of hirings or lettings in accordance with relevant statutory provisions.
8. To take all necessary steps through Legal & Democratic Services to recover possession of land or property, save that where such property or land is occupied by travellers, not to take such action without:
 - (i) giving prior consideration to the educational health and welfare needs of those involved and the provisions of the Human Rights Act 1998

Part 8 – Delegations to Officers

and the Council's specific obligations under Part III of the Children Act 1989 and Part III of the Housing Act 1985, and

- (ii) the Local Member's agreement or if he/she cannot be contacted, that of the relevant Cabinet Committee Chairman.
9. To authorise the granting of leases and licences whether as a Landlord or Tenant up to a value of £500,000 capitalised over the term or £50,000 in rental value. Where the value is above this and the Chief Executive or relevant Director is not involved, Cabinet to decide.
 10. To approve terms for the surrender of leases/licenses and any pre-existing terms up to a maximum of £500,000, where the value is above this sum and the Chief Executive or relevant Director is not involved, Cabinet to decide.
 11. To submit planning applications on behalf of the Council.
 12. To enter into party wall awards with adjoining owners to Council property.
 13. The management of industrial and commercial premises including lease renewals and rent reviews.
 14. Authorise the purchase at market value of land and premises included in compulsory purchase orders made by the Council or its predecessor councils, together with blight/purchase notices accepted by the Council, including payment of compensation in accordance with relevant legislation, subject to availability of funding within the Council's capital programme, or from elsewhere.
 15. Approve the review of rents reserved by existing leases and tenancy agreements of Council land and property at current market rental levels.
 16. Approve assignments of the residue of leases and tenancy agreements and underleases thereof subject to the receipt of satisfactory references.
 17. Approve (where appropriate at the market value thereof) the modification or release of covenants contained in existing conveyances, leases, agreements and licences subject to compliance with the Council's planning or other policies and to approve the terms of any such modification or release.
 18. Approve the grant of easements, wayleaves, etc. over Council owned land where the annual acknowledgement to be paid does not exceed £1,000, or where a capital payment of up to £10,000 is involved.
 19. Approve the purchase of or agreements for easements, wayleaves, etc. necessary to fulfil Council requirements where the annual acknowledgement to be paid does not exceed £1,000 or a capital payment of £10,000 and settle subsequent claims where the total in respect of capital payments and claims does not exceed £10,000.

Part 8 – Delegations to Officers

20. Approve the appointment of professional advisers and/or agents, using any select list currently in force, and to settle any fees or other costs arising therefrom providing they are within budget allocations approved for this purpose.
21. Authority to let and manage shops, buildings and land held under the Housing Revenue Account (including granting/refusal of wayleaves/easements/restrictive covenants; renewal of leases, and serving Notices to Quit for breach of covenant).
22. To determine whether assets are listed or not as assets of community value under the Localism Act 2011 – Community Right to Bid.
23. To determine whether compensation is payable to an owner under the provisions of the Localism Act 2011 – Community Right to Bid.

Head of Legal and Democratic Services

In addition to acting on behalf of the Council in relation to matters within their service area the Head of Legal and Democratic Services shall have authority:

1. To make payment or provide other benefits in cases of maladministration etc, as set out in Schedule 1 to the Functions Regulations.
2. To exercise the powers and responsibilities as Monitoring Officer as defined by Section 5 Local Government and Housing Act 1989 as amended by the Local Government Act 2000.
3. To determine applications for the apportionments of rights of common in the Register of Common Land.
4. To authorise steps or take any legal proceedings, to secure compliance with any notice served or injunction granted.
5. To take appropriate steps to enable or effect compliance with any Council, Cabinet or Committee resolution.
6. To institute, defend , act (or authorise others to act), and to appear on behalf of the Council before any Court, Tribunal, or Inquiry in any proceedings instituted by or on behalf of or against them or in any other matter in which the interests of the Council require that it should be legally represented.
7. To settle legal proceedings in the best interests of the Council in consultation with the Head of Finance, Governance and Assurance where there are financial implications.
8. To sign certificates for the purposes of the Local Authorities (Contracts) Act 1997 and the associated Regulations.
9. To affix the Council's Common Seal to any document in order to give effect

Part 8 – Delegations to Officers

to any decision of the Council, Cabinet, Committee, Sub-Committee or of an officer acting under delegated powers and thereafter to attest the seal.

10. To sign any documentation in order to give effect to any decision of the Council Cabinet, Committee, Sub-Committee or of an officer acting under delegated powers.
11. To serve notices requiring particulars of ownership (s16 Local Government (Miscellaneous) Provisions Act 1976).
12. In conjunction with the Head of Finance, Governance and Assurance to maintain the Council's Contract Rules.
13. The exercise of the power relating registered animal trainers and exhibitors under the Performing Animals Regulations as set out in Schedule 1 to the Functions Regulations in consultation with the Head of Public Protection.
14. To sanction the withdrawal of an application to register land as a town or village green where there are no objections to such a withdrawal.
15. To determine whether an application to register land as a town or village green is duly made in accordance with the relevant regulations.
16. To advertise applications to register land as town or village greens that are deemed duly made in accordance with the relevant regulations.
17. To act as the Council's Electoral Registration Officer and Returning Officer for Local and European Parliamentary elections and Acting Returning Officer for national Parliamentary elections, referenda and all other elections.

Head of Human Resources

1. To authorise payments to newly appointed employees in accordance with the Council's approved Scheme of Relocation Expenses.
2. On the recommendation of Chief Officers subject to budgetary provision, to agree additional increments to individual employees based on exceptional contribution.
3. To authorise the payment of honoraria to employees, excluding staff employed in NJC for Local Government Services posts in schools and colleges with delegated budgets arising from the Education Reform Act 1988.
4. To introduce and maintain employee benefits, other than the provision of cars, where these are likely to assist with recruitment and retention, and where the costs can be found within existing budgets.
5. To annually review the level of payments and allowances within locally approved Conditions of Service for employees subject to the NJC for Local

Part 8 – Delegations to Officers

Government Services and other national negotiating bodies in line with inflation.

6. To implement, on a consistent basis, all locally and nationally determined Conditions of Service and agreements for employees subject to the NJC for Local Government Services and other national negotiating bodies.
7. To convene, on behalf of the Chief Executive, panels of members to deal with appeals by employees:
 - Against disciplinary action, including dismissal
 - Against dismissal on grounds of capacity or ill-health
 - Against the grading of their posts where they are not covered by a job evaluation scheme.
 - Exceptionally to deal with other personnel issues where it is determined that an appeal stage is required.
8. To exercise, in accordance with the Head of Finance, Governance and Assurance any employer discretions under Local Government Pensions Regulations, in accordance with policies approved by the Council from time to time.
9. To approve minor variations to existing corporate personnel policies in line with good employment practice and legislation.

Head of Adult Social Care Operations

The Head of Adult Social Care Operations shall exercise the following functions:

All the powers and functions set out in the following table are delegated to the Head of Adult Social Care Operations.

Authorised Officers have powers and functions delegated to them in accordance with the table:

Statutory Power	Section and Summary/Function	Authorised Officer
Housing Act 2004	S. 11 & 12 Authority to serve Improvement Notices	Private Sector Housing Manager (Renewal) Private Sector Housing Manager (Assistance)
	S. 16 Authority to revoke or vary Improvement Notices	Environmental Health Officers
	S. 20 & 21 Authority to serve Prohibition Orders	Private Sector Housing Manager (Renewal)
	S. 23 Authority to suspend Prohibition	Private Sector Housing

Part 8 – Delegations to Officers

	Orders	Manager (Assistance)
	S. 25 Authority to revoke or vary Prohibition Orders	Environmental Health Officers
	S. 31 & Schedule 3 Power to take enforcement action in respect of Improvement Notices and recover expenses	
	S. 28 & 29 Authority to serve Hazard Awareness Notices	Private Sector Housing Manager (Renewal) Private Sector Housing Manager (Assistance) Environmental Health Officers
	S. 40 & 41 Authority to carry out emergency remedial action and serve Notice	Private Sector Housing Manager (Renewal)
	S. 42 Authority to recover expenses for emergency remedial action	Private Sector Housing Manager (Assistance)
	S. 43 Authority to make, revoke, vary and enforce Emergency Prohibition Orders	Environmental Health Officers
	S. 46 Authority to make Demolition Orders (see Housing Act 1985 S. 265 below)	
	S. 72 Authority to prosecute for offences	
	S. 49 Power to charge for enforcement action in respect of powers under sections 11, 12, 20, 21, 28, 29, 40, 43 & 46	Private Sector Housing Manager (Renewal) Private Sector Housing Manager (Assistance) Environmental Health Officers
	S. 139 Authority to serve Overcrowding Notices	Private Sector Housing Manager (Renewal)
	S. 144 Authority to vary and revoke Overcrowding Notices	Private Sector Housing Manager (Assistance)
	S. 235 Power to require documents to be produced	Environmental Health Officers
	S. 131 & 239 Powers of entry	Private Sector Housing Manager (Renewal) Private Sector Housing Manager (Assistance) Environmental Health Officers Environmental Health/Senior

Part 8 – Delegations to Officers

		Technical Officers
Housing Act 1985 (as amended)	S. 265 Authority to make Demolition Orders (see Housing Act 2004 S. 46 above)	Private Sector Housing Manager (Renewal)
	S. 270 Authority to serve Notice requiring recovery of possession of building to be demolished	Private Sector Housing Manager (Assistance)
	S. 271 Authority to carry out works in default in respect of Demolition Enforcement	Environmental Health Officers
	S. 273 Authority to serve Notice requiring Cleansing before Demolition	
	S. 274 Authority to permit reconstruction of condemned house	
	S. 275 Authority to substitute demolition with Closing Order	
	S.289 Authority to declare Clearance Area and serve associated notices	
	S. 330 Authority to issue Licence to permit excess numbers	
	S. 335 Authority to serve Notice requiring information on persons sleeping in a dwelling	
	S. 338 Notice to abate overcrowding	
	S. 339 Power to prosecute (Sections 324 to 344 incl.)	
	S. 337 & 340 Powers of entry	
		Private Sector Housing Manager (Assistance)
	Environmental Health Officers Environmental Health/Senior Technical Officers	
Local Government and Housing Act 1989	S.89 Authority to declare a Renewal Area	Private Sector Housing Manager (Renewal)
	S. 97	Private Sector Housing Manager (Assistance) Private Sector Housing

Part 8 – Delegations to Officers

	Powers of entry	<p>Manager (Renewal)</p> <p>Private Sector Housing Manager (Assistance)</p> <p>Environmental Health/Senior Technical Officers Environmental Health Officers</p>
Housing Grants, Construction and Regeneration Act 1996	Part 1 Determination, of applications for Disabled Facilities Grants	<p>Private Sector Housing Manager (Renewal)</p> <p>Private Sector Housing Manager (Assistance)</p> <p>Environmental Health/Senior Technical Officers Environmental Health Officers</p>
The Regulatory Reform (Housing Assistance) (England & Wales) Order 2002	Determination of applications for financial assistance made under the Council's Private Sector Housing Assistance Policy	<p>Private Sector Housing Manager (Renewal)</p> <p>Private Sector Housing Manager (Assistance)</p> <p>Environmental Health/Senior Technical Officers Environmental Health Officers</p>
Local Government Misc. Provisions) Act 1976 (as amended)	S. 16 Authority to serve Notice to obtain particulars of persons interested in land	<p>Private Sector Housing Manager (Renewal)</p> <p>Private Sector Housing Manager (Assistance)</p> <p>Environmental Health/Senior Technical Officers Environmental Health Officers</p>
	S.33 Authority to restore or continue the supply of water, gas or electricity.	<p>Private Sector Housing Manager (Renewal)</p> <p>Private Sector Housing Manager (Assistance)</p> <p>Environmental Health Officers</p>
Environmental Protection Act 1990	S. 80 Authority to serve Abatement Notices	Private Sector Housing Manager (Renewal)
	S. 81 & Schedule 3 Powers of Entry	Private Sector Housing

Part 8 – Delegations to Officers

	<p>S. 80 & 81 Power to institute proceedings for non-compliance under Sections 80 and 81</p>	<p>Manager (Assistance) Environmental Health Officers</p>
	<p>S. 5 Authority to carry out works in default S. 6 Authority to serve Notice in relation to groups of premises</p>	<p>Private Sector Housing Manager (Renewal) Private Sector Housing Manager (Assistance)</p>
Public Health Act 1936 (as amended)	<p>S. 45 Authority to serve Notice requiring repair of defective closets S. 50 Authority to serve Notice requiring repairs or emptying of cesspools S. 79 Authority to serve Notice requiring the removal of obnoxious matter S. 287 Authority to enter premises or apply for a Warrant of Entry S. 296 Authority to institute proceedings</p>	<p>Private Sector Housing Manager (Renewal) Private Sector Housing Manager (Assistance)</p>
Building Act 1984	<p>S.76 Authority to serve Notice in respect of defective premises</p>	
	<p>S.79 Authority to serve Notice in respect of ruinous or dilapidated buildings or neglected sites</p>	
Crime and Disorder Act 1998 suppl. By Anti Social Behaviour Act 2003	<p>S.30 Authority to authorize Anti-Social Behaviour orders and other legal tools (including application to the Courts for demotion of a Secure Tenancy and to seek possession of a tenancy under a demoted tenancy) in order to combat nuisance in and around multi-tenure estates</p>	<p>Head of Adult Social Care Operations</p>
Housing Act 1985 as amended by the Housing Acts 1988 & 1996	<p>Part IV (and subsequent amendments in later legislation) Authority to issue notices, commence court proceedings, and make decisions to gain possession</p>	<p>Head of Adult Social Care Operations</p>

Part 8 – Delegations to Officers

	of a secure tenancy on one of more of the statutory grounds.	
Housing Act 1985	S.2 Authority to grant permission for a mutual exchange or assignment of tenancy. Schedule 3 Authority to withhold consent for a mutual exchange or assignment.	Head of Adult Social Care Operations
Land Compensation Act 1973 (as amended)	S29 Authority to grant a tenant a home loss payment (HLP) where he/she is displaced from a dwelling in consequence of: (a) The compulsory acquisition of an interest in the dwelling; (b) The making or acceptance of a housing order or undertaking in respect of the dwelling; (c) Where the land has been previously acquired by an authority possessing compulsory powers or appropriated by a local authority and is for the time being held by the authority for the purposes for which it was acquired or appropriated, the carrying out of any improvement to the dwelling or of redevelopment on the land; (d) The making of an order for possession on ground 10 or 10A in part II of Schedule 2 to the Housing Act 1985	Head of Adult Social Care Operations
Housing Act 1985 (as amended)	Part V Authority: <ul style="list-style-type: none"> • to approve the sales of Council Dwellings; • to deny the Right to Buy where the terms and conditions of paragraph 11 are not met; • to enter into deeds of rectification for houses sold under the Right to Buy; • to apply service charges to leasehold properties sold under the Right to Buy 	Head of Adult Social Care Operations
Party Wall Act 1996	Authority to sign Acknowledgement of Party Structure Notices	Head of Adult Social Care Operations

Part 8 – Delegations to Officers

Housing Act 1985	Schedule 20: S.540 Authority to grant assistance to occupants of defective housing	Head of Adult Social Care Operations
Housing Act 1985 as amended by the Localism Act 2011	Authority to issue notices, commence court proceedings and make decisions to gain possession of a flexible tenancy on one or more of the statutory grounds.	Head of Adult Social Care Operations
Housing Act 2004 (as amended)	Authority: <ul style="list-style-type: none"> • to make decisions on the option of re-purchasing properties which are offered back to the Council; • to decide whether the full amount of discount on the sale of a Council house within the 5 year period should be repaid 	Head of Adult Social Care Operations
Housing Act 1996 as amended by Housing Act 2004	Authority to: <ul style="list-style-type: none"> • grant an Introductory Tenancy; • extend the trial period in relation to an Introductory Tenancy • conduct a review of a decision to extend the trial period of an Introductory Tenancy; • seek possession of a dwelling where there is a breach of an Introductory Tenancy 	Head of Adult Social Care Operations
Housing Act 1996 Part VII	s.184 Make Inquiries (and decisions relating to) any homeless or threatened with homeless applicant.	Senior Housing Options Officers Housing Options Officers
Housing Act 1996 Part VII	s.203 To carry out and determine reviews in relation to homelessness decisions (in relation to matters set out in s.202) in accordance with any relevant guidance or regulation.	Head of Adult Social Care Operations
Housing Act 1996	To make any decision and take any action under Part VII of the act in relation to any particular homeless applicant.	Private Sector Housing Manager (Renewal)
Common Law and Statute	To sign and issue notices, including Notices to Quit, in relation	Private Sector Housing Manager (Renewal)

Part 8 – Delegations to Officers

	to any property that is occupied as a consequence of the council's duty to house under Part VII of the Housing Act 1996 and to take any necessary action to gain possession of such a property.	
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Director of Public Health

The Director of Public Health shall exercise the following functions:

1. Specific licensing functions

All the powers and functions set out in Table 1 to Table 19 below are delegated to the Director of Public Health.

Officers with responsibility for the licensing function have powers and functions delegated to them in accordance with Table 1 to Table 19 below.

For all delegations in Table 1 to Table 19 below, 'X' indicates the lowest level to which decisions can be delegated. These delegations are without prejudice to Officers referring an application to a more senior Officer or to a Sub-Committee, or a Sub-Committee referring an application to Full Committee, if considered appropriate in the circumstances of any particular case.

* The delegations to Public Protection Officer (Professional) are applicable to any equivalent post in the event that post designations are amended in the future.

Table 1 – Caravan Sites, Moveable Dwellings [including Tents] and Camping Sites

Matter to be determined	Full Council	Strategic Licensing Committee	Licensing and Safety Sub-Committee	Public Protection Officer (Professional)* (unless otherwise specified)
Final approval of the relevant Local Authority Policy Statement	X			
Fee setting		X		
Exemptions from fees				X (Team Manager responsible for the Licensing Function)
Application for a relevant licence				X

Part 8 – Delegations to Officers

Power of Local Authority to attach and/or alter conditions to site licences				X
Serving compliance notice/ 'emergency action' notice				X
Application for a transfer or transmission on death of a licence				X
Refusal to issue or consent to transfer a licence				X

Table 2 - Dangerous Wild Animals

Matter to be determined	Full Council	Strategic Licensing Committee	Licensing Act Sub-Committee	Public Protection Officer (Professional)* (unless otherwise specified)
Final approval of the Local Authority Policy Statement	X			
Fee setting		X		
Exemptions from fees				X (Team Manager responsible for the Licensing Function)
Application for new or renewal licence				X
Specifying required conditions				X
Varying existing conditions				X
Application for a variation to a licence				X

Table 3 - Distribution of Free Printed Matter

Matter to be determined	Full Council	Strategic Licensing Committee	Licensing and Safety Sub-Committee	Public Protection Officer (Professional)* (unless otherwise specified)
Designation by Order of land for the purposes of Schedule 3A of the		X		

Part 8 – Delegations to Officers

Environmental Protection Act 1990				
Revocation of any Order made under Schedule 3A of the Environmental Protection Act 1990		X		
Final approval of the Litter Authority Policy Statement	X			
Application for consent to distribute free printed matter				X
Imposition of any limitation or condition on a consent				X
Variation/revocation of any limitation/condition				X
Revocation of consent in full or to any extent				X (Team Manager responsible for the Licensing Function)

Table 4 - Explosives

Matter to be determined	Full Council	Strategic Licensing Committee	Licensing and Safety Sub-Committee	Public Protection Officer (Professional)* (unless otherwise specified)
Final approval of the Local Authority Policy Statement	X			
Fee setting		X		
Exemptions from fees				X (Team Manager responsible for the Licensing Function)
Application for a new or the renewal of an authorisation to store explosives licence				X
Application for Local Authority assent			X where representations received and not withdrawn	X where no representations received or representations

Part 8 – Delegations to Officers

				withdrawn
Application for a transfer of a licence				X
Licensing Authority decision to vary a licence			X where representations received and not withdrawn	X where no representations received or representations withdrawn
Refusal to licence, renew or transfer a licence			X where representations received and not withdrawn	X where no representations received or representations withdrawn
Revocation of a licence			X where representations received and not withdrawn	X where no representations received or representations withdrawn

Table 5 - Gambling Act 2005

Matter to be determined	Full Council	Strategic Licensing Committee	Licensing Act Sub-Committee	Public Protection Officer (Professional)* (unless otherwise specified)
Final approval of the Licensing Authority Policy Statement	X			
Policy not to permit casinos	X			
Fee setting		X		
Exemptions from fees				X (Team Manager responsible for the Licensing Function)
Application for premises licences			X where representations received and not withdrawn	X where no representations received or representations have been withdrawn
Application for a variation to a licence			X where	X where no

Part 8 – Delegations to Officers

			representations received and not withdrawn	representations received or representations withdrawn
Application for a transfer of a licence			X where representations received from Commission or responsible authority	X where no representations received from Commission or responsible authority
Application for a provisional statement			X where representations received and not withdrawn	X where no representations received or representations withdrawn
Initiating a review of a premises licence				X (Operations Manager)
Review of a premises licence			X	
Whether representations are irrelevant, frivolous, vexatious or ‘certain not to influence the determination’				X
Application for club gaming/club machine permits			X where objections made and not withdrawn	X where no objections made or objections withdrawn
Cancellation of club gaming/club machine permits			X	
Applications for other permits				X
Cancellation of licensed premises gaming machine permits				X
Consideration of temporary use notice				X
Decision to give a counter notice to a temporary use notice			X	

Part 8 – Delegations to Officers

Table 6 – Hackney Carriage and Private Hire Drivers Licence

Matter to be determined	Full Council	Strategic Licensing Committee	Licensing and Safety Sub-Committee	Licensing Panel	Operations Manager with responsibility for the Licensing Function	Public Protection Officer (Professional)* (unless otherwise specified)
Final approval of the Local Authority Policy Statement	X					
Fee setting		X				
Exemptions from fees						X (Team Manager responsible for the Licensing Function)
Application for new and renewal drivers licence				X Deviations from Policy/where policy requires referral		X
Warning, Suspension or Revocation				X		
Immediate Revocation					X	

Table 7 - Private Hire Operators

Matter to be determined	Full Council	Strategic Licensing Committee	Licensing and Safety Sub-Committee	Licensing Panel	Operations Manager with responsibility for the Licensing Function	Public Protection Officer (Professional)* (unless otherwise specified)
Final approval of the Local Authority Policy Statement	X					
Fee setting		X				
Exemptions from fees						X (Team Manager responsible for the Licensing Function)
Application for new and				X Deviations		X

Part 8 – Delegations to Officers

renewal Private Hire Operator licences				from Policy/where policy requires referral		
Warning, Suspension or Revocation				X		

Table 8 - Hackney Carriage and Private Hire Vehicles

Matter to be determined	Full Council	Strategic Licensing Committee	Licensing and Safety Sub-Committee	Licensing Panel	Operations Manager with responsibility for the Licensing Function	Public Protection Officer (Professional)* (unless otherwise specified)
Final approval of the Local Authority Policy Statement	X					
Fee setting		X				
Exemptions from fees						X (Team Manager responsible for the Licensing Function)
Application for new and renewal Hackney Carriage and Private Hire Vehicle licence				X Deviations from Policy/where policy requires referral		X
Application for Transfer of Hackney Carriage and Private Hire Vehicle licence				X Deviations from Policy/where policy requires referral		X
Warning, Suspension or Revocation				X		

Part 8 – Delegations to Officers

Table 9 - House to House Collections

Matter to be determined	Full Council	Strategic Licensing Committee	Licensing and Safety Sub-Committee	Public Protection Officer (Professional) * (unless otherwise specified)
Final approval of the Local Authority Policy Statement	X			
Application for House to House Collections licence				X
Revocation of licence				X (Team Manager responsible for the Licensing Function)

Table 10 - Licensing Act 2003

Matter to be determined	Full Council	Strategic Licensing Committee	Licensing Act Sub-Committee	Public Protection Officer (Professional)* (unless otherwise specified)
Final approval of the Licensing Authority Policy Statement	X			
Fee setting		X		
Exemptions from fees				X (Team Manager responsible for the Licensing Function)
Application for Personal Licence with no convictions or spent convictions			X If a police objection	X If no objection made
Application for Personal Licence with unspent convictions			X	
Application for Premises Licence/Club Premises Certificate			X If a relevant representation made and not withdrawn	X If no relevant representation made or representations have been

Part 8 – Delegations to Officers

				withdrawn
Application for Provisional Statement			X If a relevant representation made and not withdrawn	X If no relevant representation made or representations have been withdrawn
Application to vary Premises Licence/Club Premises Certificate			X If a relevant representation made and not withdrawn	X If no relevant representation made or representations have been withdrawn
Application to vary Designated Premises Supervisor			X If a police objection	X
Request to be removed as Designated Premises Supervisor				X
Application for transfer of Premises Licence			X If a police objection	X
Application for Interim Authorities			X If a police objection	X
Application to review Premises Licence/Club Premises Certificate			X	
Licensing Authority initiating a review Premises Licence/Club Premises Certificate				X (Operations Manager)
Decision on whether a representation is irrelevant, frivolous, vexatious, etc.				X
Decision to object when Licensing Authority is a consultee and not the relevant authority considering the application			X	
Determination of objections to a Temporary Event Notice			X	

Part 8 – Delegations to Officers

Determination of objections to a late Temporary Event Notice				X
Determination of application to vary premise licence at community premises to include alternative licence condition			X If a police objection	X
Decision whether to consult other responsible authorities on minor variation applications				X (Public Protection Officer – Specialist)
Determination of minor variation application				X (Public Protection Officer – Specialist)
Acknowledgement of notices, applications and other documents				X (Public Protection Officer – Technical Support)
Revocation of Personal Licence under Section 124 of the Licensing Act 2003			X If a police or Secretary of State (immigration) objection notice	X
Review of Premise Licence following closure under Section 167 of the Licensing Act 2003			X	
Issue of counter notice to temporary event under Section 107 of the Licensing Act 2003				X

Part 8 – Delegations to Officers

Table 11 - Performing Animals

Matter to be determined	Full Council	Strategic Licensing Committee	Licensing Act Sub-Committee	Public Protection Officer (Professional) * (unless otherwise specified)
Final approval of the Local Authority Policy Statement	X			
Fee setting		X		
Exemptions from fees				X (Team Manager responsible for the Licensing Function)
Application for Performing Animals registration				X
Application for a variation to a registration				X

Table 12 - Pet Shops, Animal Boarding and Animal Breeding

Matter to be determined	Full Council	Strategic Licensing Committee	Licensing Act Sub-Committee	Public Protection Officer (Professional) * (unless otherwise specified)
Final approval of the Local Authority Policy Statement	X			
Fee setting		X		
Exemptions from fees				X (Team Manager responsible for the Licensing Function)
Application for Pet Shops, Boarding/Breeding licences				X

Part 8 – Delegations to Officers

				X (No variation is permitted if it relates to the requirements/prohibitions under the Regulatory Reform (Fire Safety) Order 2005)
Application for extension in the event of the death of the licence holder (does not include Pet Shops)				X

Table 13 - Riding Establishments

Matter to be determined	Full Council	Strategic Licensing Committee	Licensing Act Sub-Committee	Public Protection Officer (Professional)* (unless otherwise specified)
Final approval of the Local Authority Policy Statement	X			
Fee setting		X		
Exemptions from fees				X (Team Manager responsible for the Licensing Function)
Application for Riding Establishments licences				X
Issue of a provisional Riding Establishment licence				
Specifying required conditions				X
Application of extension to provisional Riding Establishment licence				X
Application for extension				X

Part 8 – Delegations to Officers

in the event of the death of the licence holder				
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Table 14 - Scrap Metal (Collectors/Sites)

Matter to be determined	Full Council	Strategic Licensing Committee	Team Manager with responsibility for the Licensing Function	Public Protection Officer (Professional)* <small>(unless otherwise specified)</small>
Final approval of the Local Authority Policy Statement	X			
Fee setting		X		
Exemptions from fees				X (Team Manager responsible for the Licensing Function)
Application for new and renewal Collectors and Site licences			X Where applicant/ licensee requests to make oral or written representations and they are not withdrawn	X where no representations received or representations have been withdrawn
Application for a variation to a licence			X Where applicant/ licensee requests to make oral or written representations and they are not withdrawn	X where no representations received or representations have been withdrawn
Vary licence by adding prescribed conditions			X Where applicant/ licensee requests to make oral or written representations and they are not withdrawn	X where no representations received or representations have been withdrawn

Part 8 – Delegations to Officers

Revocation of a licence			X Where applicant/ licensee requests to make oral or written representations and they are not withdrawn	X where no representations received or representations have been withdrawn
Issuing/cancellation of a Closure Notice			X	
Application for/Termination of a Closure Order			X	

Table 15 - Sex Establishments

Matter to be determined	Full Council	Strategic Licensing Committee	Licensing and Safety Sub-Committee	Public Protection Officer (Professional)* (unless otherwise specified)
Final approval of the Local Authority Policy Statement	X			
Fee setting		X		
Exemptions from fees				X (Team Manager responsible for the Licensing Function)
Application for a new, renewal or transfer of a sex establishment licence			X where observations and/or objections are received and not withdrawn	X where no observations and/or objections are received or representations have been withdrawn
Prescribe standard conditions to a sex establishment licence	X			
Exclude or vary standard conditions and/or apply additional terms, conditions or restrictions to a sex establishment licence				X
Application for a variation to a sex				X (No variation is

Part 8 – Delegations to Officers

establishment licence				permitted if it relates to the requirements/prohibitions under the Regulatory Reform (Fire Safety) Order 2005)
Application for extension to a sex establishment licence in the event of the death of the licence holder				X
Application for cancellation of a sex establishment licence				X
Revoke an existing sex establishment licence			X	
Application to waive the requirement of a sex establishment licence			X	

Table 16 - Skin Piercing (Acupuncture, Tattooing, Semi-permanent skin colouring, Cosmetic Piercing and Electrolysis)

Matter to be determined	Full Council	Strategic Licensing Committee	Licensing Act Sub-Committee	Public Protection Officer (Specialist)* (unless otherwise specified)
Final approval of the Local Authority Policy Statement	X			
Fee setting		X		
Exemptions from fees				X (Team Manager responsible for the Licensing Function)
Application for Skin Piercing registration (person and premises)				X

Table 17 - Street Collections

Matter to be determined	Cabinet	Strategic Licensing Committee	Licensing and Safety Sub-Committee	Public Protection Officer (Professional)* (unless otherwise specified)
Approval of the proposed Regulations under Police, Factories,	X			

Part 8 – Delegations to Officers

& c. (Miscellaneous Provisions) Act 1916 for confirmation by the Secretary of State or the Minister for the Cabinet Office				
Application for Street Collection licence				X
Revocation or Suspension of Street Collection licence				X (Team Manager responsible for the Licensing Function)

Table 18 - Street Trading

Matter to be determined	Full Council	Strategic Licensing Committee	Licensing and Safety Sub-Committee	Public Protection Officer (Professional)* (unless otherwise specified)
Final approval of the relevant Local Authority Policy Statement	X			
Fee setting		X		
Exemptions from fees				X (Team Manager responsible for the Licensing Function)
Application for a Licence (New or Renewal)			X where representations received and not withdrawn	X where no representations received or representations have been withdrawn
Specify principle and subsidiary terms of the licence			X where representations received and not withdrawn	X where no representations received or representations have been withdrawn
Revocation of a licence			X where representations received and not withdrawn	X where no representations received or representations have been withdrawn

Part 8 – Delegations to Officers

Application for a Consent (New or Renewal)				X
Attach conditions/ include permissions to a Consent				X
Revocation of a Consent				X

Table 19 - Zoos

Matter to be determined	Full Council	Strategic Licensing Committee	Licensing and Safety Sub-Committee	Public Protection Officer (Professional)* (unless otherwise specified)
Final approval of the Local Authority Policy Statement	X			
Fee setting		X		
Exemptions from fees				X (Team Manager responsible for the Licensing Function)
Application for new licence			X where representations received and not withdrawn	X where no representations received or representations withdrawn
Application for the extension (renewal) of a licence				X
Direction of applicant to renew by way of a fresh licence application				X
Application for a transfer of a licence				X
Approving extension in the event of the death of the licence holder				X
Alteration of existing licence				X
Significant alterations of an existing licence				X (Team Manager with responsibility for Licensing)

Part 8 – Delegations to Officers

Closure of zoo or part thereof				X (Team Manager with responsibility for Licensing)
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11. Power to appoint a sub-committee of 3 Members from the membership of the Strategic Licensing Committee for the purposes of determining the above applications under the Licensing Act 2003 in Table 10.

2.Trading Standards, Environmental Health, Licensing and Ecology related functions

The senior most officer within the Council holding the certificate of qualification as required by Section 73 of the Weights and Measures Act 1985 shall act as the Chief Inspector of Weights and Measures and is accountable directly to the Director of Public Health.

In addition to the Director of Public Health the following functions shall also be exercised by the Operations Managers for the areas for which they are responsible.

1. To discharge the powers, duties and responsibilities of the Council under any legislation which has imposed a statutory duty on the Council, been adopted or assigned from time to time concerning any Environmental Health (including housing), Trading Standards (including Road Traffic and Weight Restrictions), Licensing, Burials, Cremations, Ecology and Animal Health and Welfare matters or any other function/service area as authorised by 3 (iv) below.
2. To appoint, designate and authorise officers as inspectors, sampling officers or authorised officers as the case may be for the purposes of the legislation concerning Environmental Health (including housing), Trading Standards (including Road Traffic and Weight Restrictions), Licensing, Burials, Cremations, Ecology and Animal Health and Welfare matters.
3. To authorise the institution and defence of proceedings brought:
 - (i) under the legislation set out in the Schedule of Legislation below concerning Environmental Health (including housing), Trading Standards (including Road Traffic and Weight Restrictions), Licensing, Burials, Cremations, Ecology and Animal Health and Welfare matters.
 - (ii) under such other legislation as may from time to time be adopted by the Council relating to (whether directly or indirectly) any of the functions concerning Environmental Health (including housing), Trading Standards (including Road Traffic and Weight Restrictions), Licensing, Burials, Cremations, Ecology and Animal Health and Welfare, or any other function/service area of the Council as authorised by virtue of 3 (iv) below;

Part 8 – Delegations to Officers

- (iv) for any offence under any legislation whatsoever or any offence contrary to common law where proceedings for such offence concern or arise from (whether directly or indirectly) any of the functions of the Council in pursuance of Environmental Health (including housing), Trading Standards (including Road Traffic and Weight Restrictions), Licensing, Burials, Cremations, Ecology or Animal Health and Welfare or any other function/service area of the Council as authorised by virtue of 3 (iv) below;
- (v) for any offence under any legislation whatsoever where proceedings for such an offence concern any other function of the Council for which permission by the Chief Officer with responsibility for that function has been granted; and
- (vi) for the avoidance of doubt, in paragraphs (i), (ii), (iii) and (iv) above “legislation” includes any statute incorporated with an enactment and any statutory instrument, Order in Council, Byelaw or other Order made thereunder and any enactment repealing, amending or extending the provisions thereof and any new enactment and any new enactments that are relevant to the functions shall be automatically added to the Schedule of Legislation below from the day they are passed.

4.

Schedule of Legislation

Accommodation Agencies Act 1953
Administration of Justice Acts 1970 and 1985
Advertisements (Hire Purchase) Act 1967
Agricultural Produce (Grading and Marketing) Acts 1928 and 1931
Agriculture (Miscellaneous Provisions) Act 1954, 1968 and 1972
Agriculture Act 1970 - Part IV
Animal By-Product (Enforcement) (England) Regulations 2013
Animal Boarding Establishments Act 1963
Animal Feed (Composition, Marketing and Use) Regulations 2015
Animal Feed (Hygiene, Sampling and Enforcement) Regulations 2015
Animal Health Acts 1981 and 2002
Animal Health and Welfare Act 1984
Animal Welfare Act 2006
Anti-Social Behaviour Act 2003
Anti-Social Behaviour, Crime and Policing Act 2014
Banking Act 1987
Bankers' Books Evidence Act 1879
Beef and Veal Labelling Regulations 2010
Breeding of Dogs Act 1973 and 1991
Breeding and Sale of Dogs (Welfare) Act 1999
Broadcasting Act 1990
Building Act 1984
Business Protection from Misleading Marketing Regulations 2008
Cancer Act 1939

Part 8 – Delegations to Officers

Caravan Sites Act 1968
Caravan Sites and Control of Development Act 1960
Charities Act 1992
Children and Young Persons (Protection from Tobacco) Act 1991
Children and Young Persons Act 1933 (Section 7) as amended
Children and Families Act 2014
Chronically Sick and Disabled Persons Act 1970
Clean Air Act 1993
Clean Neighbourhoods and Environment Act 2005
Companies Acts 1985 and 2006
Construction Products Regulations 2013
Consumer Credit Acts 1974 and 2006
Consumer Protection Acts 1961 - 1987
Consumer Protection from Unfair Trading Regulations 2008
Consumer Rights Act 2015
Consumer, Estate Agents and Redress Act 2007
Control of Pollution Act 1974
Control of Pollution (Amendment) Act 1989
Copyright, Designs and Patents Act 1988
Courts and Legal Services Act 1990
Cremation Act 1902 as amended by the Cremation Act 1952
Crime and Disorder Act 1998
Criminal Attempts Act 1981
Criminal Damage Act 1971
Criminal Justice and Public Order Act 1994
Criminal Justice and Police Act 2001
Criminal Law Act 1977
Dangerous Wild Animals Act 1976
Deregulation Act 2015
Dogs Act 1906
Dogs (Amendment) Act 1928
Education Reform Act 1988
Employment Agencies Act 1973
Energy Acts 1976 and 2013
Energy Conservation Act 1981
Enterprise Act 2002
Enterprise and Regulatory Reform Act 2013
Environment Act 1995
Environmental Damage (Prevention and Remediation) (England) Regulations 2015
Environmental Permitting (England and Wales) Regulations 2010 and 2016
Environmental Protection Act 1990
Estate Agents Act 1979
European Communities Act 1972 and Treaties and Legislation given effect thereunder
Explosives Acts 1875, 1923 and 1976
Explosives Regulations 2014
Fair Trading Act 1973
Farm and Garden Chemicals Act 1967
Fire Safety and Safety of Places of Sport Act 1987
Fireworks Act 2003

Part 8 – Delegations to Officers

Food Act 1984 - Part III
Food Additives, Flavourings, Enzymes and Extraction Solvents (England) Regulation 2013
Food and Environment Protection Act 1985
Food Information Regulations 2014
Food Safety Act 1990
Food Safety and Hygiene (England) Regulations 2013
Forgery and Counterfeiting Act 1981
Fraud Act 2006
Gambling Act 2005
General Food Regulations 2004
Hallmarking Act 1973
Health Act 2006
Health and Safety at Work etc. Act 1974
Health and Social Care Act 2008
Health and Safety Enforcing Authority Regulations 1998
Health Protection (Notification) Regulations 2010
Health Protection (Local Authority Powers) Regulations 2010
Health Protection (Part 2A Orders) Regulations 2010
Highways Act 1980
House to House Collections Act 1939
Housing Acts 1985, 1988, 1996, 2004
Housing and Planning Act 2016
Housing, Grants, Construction and Regeneration Act 1996
Identity Documents Act 2010
Intoxicating Substances (Supply) Act 1985
Knives Act 1997
Landlord and Tenant Act 1985
Land Compensation Act 1973
Licensing Acts 1964 and 2003
Live Music Act 2012
Local Government Act 1972 and the regulations issued under that Act (the Local Authorities' Cemeteries Order 1977)
Local Government and Housing Act 1989
Local Government (Miscellaneous Provisions) Acts 1976 and 1982
Localism Act 2007
Malicious Communications Act 1988
Markets and Fairs (Weighing of Cattle) Acts 1887 - 1926
Medicines Acts 1961, 1968 and 1971
Mobile Homes Act 2013
Mock Auctions Acts 1961 - 1971
Motor Cycles Noise Act 1987
Motor Salvage Operators Regulations 2002
Motor Vehicles (Safety Equipment for Children) Act 1991
National Assistance Act 1948 (to appoint a proper officer)
New Roads and Street Works Act 1991
Noise Act 1996
Noise and Statutory Nuisance Act 1993
Offensive Weapons Act 1996
Official Food and Feed Control (England) Regulations 2009
Olympic Symbol etc. Protection Act 1995

Part 8 – Delegations to Officers

Osteopaths Act 1993
Party Wall Act 1996
Performing Animals (Regulations) Act 1925
Pet Animals Act 1951
Petroleum (Consolidation) Regulations 2014
Planning and Compensation Act 1991
Planning and Compulsory Purchase Act 2004
Planning Act 2008
Plant Health Act 1967
Police and Criminal Evidence Act 1984
Police and Justice Act 2006
Police Reform and Social Responsibility Act 2011
Police, Factories etc. (Miscellaneous Provisions) Act 1916
Pollution Prevention and Control Act 1999
Prevention of Damage by Pests Act 1949
Prices Act 1974 and 1975
Private Water Supplies Regulations 1991
Proceeds of Crime Act 2002
Products of Animal Origin (Third Country Imports) (England) Regulations 2006
Products of Animal Origin (Import and Export) Regulations 1996
Protection Against Cruel Tethering Act 1988
Protection from Eviction Act 1977
Protection from Harassment Act 1997
Protection of Animals Act 1911
Protection of Animals (Amendment) Acts 1954 and 1988
Protection of Animals (Anaesthetics) Act 1954
Protection of Children (Tobacco) Act 1986
Protection of Freedoms Act 2012
Psychoactive Substance Act 2016
Public Health Acts 1936 and 1961
Public Health Acts Amendment Act 1907
Public Health (Control of Diseases) Act 1984
Public Health (Infectious Diseases) Regulations 1988
Refuse Disposal (Amenity) Act 1978
Regulation of Investigatory Powers Act 2000
Regulatory Reform (Fire Safety) Order 2005
Riding Establishments Act 1964
Road Traffic (Foreign Vehicles) Act 1972
Road Traffic Act 1988 and 1991
Road Traffic Offenders Act 1988
Road Traffic (Consequential Provisions) Act 1988
Road Traffic Regulation Act 1984
Road Vehicles (Construction and Use) Regulations 1986
Safety of Sports Grounds Act 1975
Scotch Whisky Act 1988
Scrap Metal Dealers Acts 1964 and 2013
Smoke-Free (Premises and Enforcement) Regulations 2006
Smoke-Free (Signs) Regulations 2007
Smoke-Free (Penalties and Discounted Amounts) Regulations 2007
Smoke-Free (Vehicle Operations and Penalty Notices) Regulations 2007

Part 8 – Delegations to Officers

Solicitors Act 1974
Sunday Trading Act 1994
Telecommunications Act 1984
Theft Act 1968 and 1978
Timeshare Act 1992
Tobacco Advertising and Promotion Act 2002 and 2007
Tobacco and Related Products Regulations 2016
Town and Country Planning Act 1990
Town Police Clauses Act 1847
Trade Descriptions Act 1968
Trade in Animals and Related Products Regulations 2011
Trade Marks Act 1938 and 1994
Trading Representations (Disabled Persons) Act 1958 - 1972
Trading Schemes Act 1996
Trading Stamps Act 1964
Transmissible Spongiform Encephalopathies (England) Regulations 2010
Transport Act 1978
Unsolicited Goods and Services Act 1971-75
Vehicle (Crime) Act 2001
Vehicles (Excise) Act 1971
Video Recordings Act 1984, 1993 and 2010
Violent Crime Reduction Act 2006
Water Industry Act 1991
Weights and Measures Act 1985
Wildlife and Countryside Act 1981
Zoo Licensing Act 1981

3. Highways and Environmental Maintenance Functions

In addition to the Director of Public Health the following functions relating to highways, environmental maintenance (to include the enforcement of local bylaws) and parking enforcement generally shall also be exercised by the Operations Managers for the areas for which they are responsible and in relation to the matters and legislation listed below.

1. To discharge the powers, duties and responsibilities of the Council.
2. To appoint, designate and authorise officers.
3. To authorise the institution and defence of proceedings.
4. For the avoidance of doubt “legislation” includes any statute incorporated with an enactment and any statutory instrument, Order in Council, Byelaw or other Order made thereunder and any enactment repealing, amending or extending the provisions thereof and any new enactment and any new enactments that are relevant to the functions shall be automatically added to the list below from the day they are passed.

Part 8 – Delegations to Officers

Matters and legislation

1. Civil Enforcement of Traffic Contraventions and the Blue Badge Scheme

- Part 6 Traffic Management Act 2004 – to authorise suitably qualified officers or appoint consultants and technical advisors as necessary
- Chronically Sick and Disabled Persons Act 1970 – for the purposes of administering, inspecting and enforcing the Blue Badge Scheme

2. Littering

- Section 87 Environmental Protection Act 1990 - leaving litter
- Section 88 Environmental Protection Act 1990 - fixed penalty notices for leaving litter
- Schedule 3A, paragraphs 1, 6 and 7 Environmental Protection Act 1990 – for the purposes of dealing with unauthorised distribution of free printed matter

3. Abandoned Vehicles/Fly-Tipping

- Section 2 Refuse Disposal (Amenity) Act 1978 – abandoning motor vehicles, motor vehicle parts and other things
- Section 2A Refuse Disposal (Amenity) Act 1978 - fixed penalty notices in relation to the abandoning of motor vehicles and motor vehicle parts
- Section 33 (1) (a) Environmental Protection Act 1990 – insofar as it concerns the unauthorised or harmful depositing of waste
- Section 33ZA Environmental Protection Act 1990 – insofar as it concerns fixed penalty notices for contravention of section 33 (1) (a)
- Section 1 Control of Pollution (Amendment) Act 1989 - transporting controlled waste without registering
- Section 59 Environmental Protection Act 1990 - removal of waste unlawfully deposited

4. Fly-Posting/Graffiti

- Section 224 (3) Town and Country Planning Act 1990 – displaying advertisements in contravention of regulations
- Section 131 (2) Highways Act 1980 – obliterating traffic signs including signposts erected or placed along a footpath, bridleway, restricted byway or byway
- Section 132 (1) Highways Act 1980 – painting or otherwise inscribing or affixing marks on the surface of or on any structures in or on the highway
- Section 1 (1) Criminal Damage Act 1971 – destroying or damaging property as it relates to the painting or writing on, or the soiling, marking or other defacing of, any property by whatever means.
- Section 43 Anti-social Behaviour Act 2003 – penalty notices for relevant offences (refer to Section 44) relating to graffiti and fly-posting

Part 8 – Delegations to Officers

5. Nuisance Parking

- Section 3 Clean Neighbourhoods and Environment Act 2005 – exposing vehicles for sale on a road
- Section 4 Clean Neighbourhoods and Environment Act 2005 – repairing vehicles on a road
- Section 6 Clean Neighbourhoods and Environment Act 2005 - fixed penalty notices in relation to nuisance parking

6. Pavement Permits

- Sections 115A to 115K Highways Act 1980 - administration and enforcement of permission to use the highway
- Sections 130, 137 and 143 Highways Act 1980 - insofar as it relates to the use of the highway where no pavement permit has been sought or granted

7. Waste

- Section 34 (5) and (6) (and regulations made thereunder) Environmental Protection Act 1990 - making and retention of controlled waste related documents and the furnishing of documents
- Section 34A Environmental Protection Act 1990 – insofar as it concerns fixed penalty notices for offences relating to Section 34 (5) and (6)
- Section 46 Environmental Protection Act 1990 – provision of adequate receptacles for household waste
- Section 47 Environmental Protection Act 1990 – provision of adequate receptacles for commercial or industrial waste
- Section 47ZA Environmental Protection Act 1990 - fixed penalty notices for offences under Sections 46 and 47
- Section 47ZB Environmental Protection Act 1990 - amount of fixed penalty under section 47ZA

8. Other anti-social behaviour related matters

- Sections 43 to 58 Anti-Social Behaviour, Crime and Policing Act 2014 – for the purposes of the administration and enforcement of Community Protection Notices
- Sections 59 to 75 Anti-Social Behaviour, Crime and Policing Act 2014 – for the purposes of the administration and enforcement of Public Space Protection Orders. This includes the administration and enforcement of the requirements and restrictions on dogs and their owners under existing Dog Control Orders in accordance with the transition arrangements under the Anti-Social Behaviour, Crime and Policing Act 2014.

4. Registration Service.

Part 8 – Delegations to Officers

The Director of Public Health shall have the power to approve premises for the solemnisation of marriages and civil partnerships as set out in the Schedule to the Functions Regulations.

Director of Place and Enterprise

1. Planning Matters

The determination of all planning matters as set out in the Functions Regulations shall be delegated to the Director of Place and Enterprise with the exception of the following which shall be determined by the relevant committee

- Applications made, by or on behalf of, or relating to the property of Members or officers of the Council who hold politically restricted posts or who either directly or indirectly report to the Planning Services Manager, Head of Infrastructure and Communities, or the Head of Economic Growth.
- Applications made by the Council or in relation to land owned by the Council which are not in-line with statutory functions (this would mean that class room extensions etc were delegated to officers but speculative proposals on council owned land would not be)
- Applications accompanied by a Schedule 1 Environmental Statement
- Complex or major applications which in the view of the Director of Place and Enterprise or the Planning Services Manager in consultation with the committee chairman or vice chairman should be determined by the relevant Planning Committee

Member Call In

- Applications requested to be referred, by the Local Member, to the relevant Planning Committee within 21 days of electronic notification of the application and agreed by the Planning Services Manager in consultation with the committee chairman or vice chairman to be based on material planning reasons. A Practice Note is available in relation to “material planning considerations”.

Parish and Town Councils

- Applications where the Parish Council submit a view contrary to officers (approval or refusal) based on material planning reasons the following tests need to be met:
 - (i) these contrary views cannot reasonably be overcome by negotiation or the imposition of planning conditions; and
 - (ii) the Team Manager (Planning) or Principal Planning Officer in consultation with the committee chairman or vice chairman and the Local Member agrees that the Parish/Town Council has raised material

Part 8 – Delegations to Officers

planning issues and that the application should be determined by committee.

For the avoidance of doubt the following remain delegated to the Director of Place and Enterprise:

Consultee Objections

- Ability to proceed to determine under delegated powers applications where a statutory consultee may object to a proposal providing that the development remains in accordance with the provisions of the Development Plan.

Enforcement

- Ability to authorise entry to land and property
- Ability to issue Planning Contravention Notices, Breach Of Condition Notices, Enforcement Notices, Temporary Stop Notices, Stop Notices, Section 215 Notices, Listed Building Enforcement Notices, Conservation Area Notices, Discontinuance Notices in respect of advertisements, Building Preservation Notices, Notices under Section 330 requiring information as to interests in land and other remedial action as set out in the Planning Compliance policy.

Trees / Hedgerows

- To make and confirm Tree Preservation Orders, Tree Replacement Notices, Hedgerow Replacement Notices, Hedgerow Retention Notices and to determine applications to carry out works to protected trees including trees in Conservation Areas and hedgerows and to provide replacement trees and hedgerows.
- To deal with all matters relating to complaints regarding high hedges

Appeals

- To respond to all appeals on planning matters
- To refuse to determine applications where an appeal for the same development has been refused within the 2 years under Section 70 of the Act

Planning Obligations

- To require planning obligations without referral to committee
- To discharge planning obligations under Section 52 Town and Country Planning Act 1971 or Section 106 Town and Country Planning Act 1990 and to vary or modify Section 52 Agreements as required.
- To approve release of contribution money to third parties

2. Building Control Matters

Part 8 – Delegations to Officers

The following delegations shall be exercisable by the Director of Place and Enterprise and those officers indicated as authorised officers in the attached table:

	FUNCTION	AUTHORISED OFFICERS
1	In consultation with the principal HR officer, to appoint staff within the establishment (below the level of the manager of the service); to engage temporary staff as and when required within the estimates; to authorise overtime working for staff on salary spinal point 29 or below, within the estimates; and in consultation with the relevant Head of Service to authorise planned overtime for staff above the overtime limit.	Team Manager Building Control
2	To enter into contracts for the purchase and supply of goods and services in accordance with the Contract Procedure Rules	Team Manager Building Control
3	So far as the matter relates to a function for which the relevant chief officer is responsible to the Council: (a) to authorise any member of his or her staff to serve notices under S.16 of the Local Government (Miscellaneous Provisions) Act 1976 (b) to authorise any member of his or her staff to exercise any power of the Council relating to powers of entry in relation to land and property for the purposes of inspection; enforcement; surveying; testing and sampling as provided in the relevant legislation	Team Manager Building Control
4	To hire plant from contractors and engage specialist sub-contractors in accordance with the Contract Procedure Rules.	Team Manager Building Control
5	To sell surplus materials, equipment, goods and other waste in accordance with the Financial Rules	Team Manager Building Control
6	In consultation with the Head of Legal and Democratic Services to authorise any member of his or her staff to swear affidavits as to matters within their knowledge in any court proceedings involving the Council	Team Manager Building Control
7	In conjunction with the relevant Head of Service, Head of Finance, Governance and Assurance and Portfolio Holder, to assess, determine and publish building control fees and charges.	Team Manager Building Control
8	Authority to provide fee earning services beyond the scope of building regulations and within the parameters of the Local Government Goods and Services Act.	Team Manager Building Control
9	To authorise and nominate staff to determine and negotiate fees and charges for building regulation applications and notices.	Team Manager Building Control

Part 8 – Delegations to Officers

10	Authority to enter into Partnerships and determine building regulation applications under the LABC Partnership Scheme.	Team Manager Building Control, Principal Surveyor
11	To carry out the relevant functions of the Council under the Building Act 1984 in relation to building and buildings including the approval, conditional approval and rejection of applications. Commencement of legal proceedings, service of notices and issuing formal caution.	All Building Control Surveyors above Assistant/Trainee level
12	As the Proper Officer (Section 93 of the Building Act) the signing and serving of all necessary notices required by the Building Act, Building Regulations and Local Government Miscellaneous Provisions Act.	All Building Control Surveyors above Assistant/Trainee level
13	To accept or refuse Initial Notices under the Building Regulations.	Team Manager Building Control Principal Surveyor, Senior Surveyors
14	To carry out all functions under the Building Regulations other than the acceptance of Initial Notices.	All Building Control Surveyors above Assistant/Trainee level
15	To act as Appointing Officer for the determination of matters under the Party Wall Act 1996.	Team Manager Building Control
16	To take appropriate emergency action in respect of dangerous structures under the Building Act and Local Government Miscellaneous Provisions Act.	All Building Control Surveyors above Assistant/Trainee level

3. Community Infrastructure Levy

Authority to act on behalf of the Council in its role as the Community Infrastructure Levy charging authority in the day to day implementation of the Community Infrastructure Levy in accordance with the Community Infrastructure Regulations 2010 (as amended).

Head of Infrastructure and Communities

In addition to acting on behalf of the Council in relation to matters within their service area the Head of Infrastructure and Communities shall have authority as follows:-

1. Rights of Way Matters

The determination of all Rights of Way matters as set out in the Functions Regulations shall be delegated to the Head of Infrastructure and Communities with the exception of those matters which in the discretion of the Head of Infrastructure and Communities should be referred to the relevant Planning Committee.

The Local Member has the right, after consultation with the Head of Infrastructure and Communities , to request that objected to Public Path Applications (under the Highways Act 1980) that are based on grounds of preference) are referred to the

Part 8 – Delegations to Officers

relevant Planning Committee. The request by the Local Member is to be made to the Head of Infrastructure and Communities in writing within 10 days of the Local Member being notified of matters to which there have been objections.

NB. For the avoidance of doubt this procedure does not apply to order applications based on evidence under the Wildlife and Countryside Act 1981.

In addition the Head of Infrastructure and Communities shall exercise the following delegations:

	FUNCTION	PROVISION
1.	To authorise the holding of trials between motor vehicles on a footpath or bridleway under Section 33 of the Road Traffic Act and to impose any necessary conditions to such authorisations.	
2.	Temporary stopping up of highways for mineral workings	Section 261 Town and Country Planning Act 1990
3.	To serve notices requiring particulars of ownership	Section 16 Local Government (Miscellaneous) Provisions Act 1976

Part 8 – Delegations to Officers

2. Planning Matters

The determination of the following planning matters shall be delegated to the Head of Infrastructure and Communities

Footpaths

- To deal with orders relating to the diversion of footpaths and bridleways arising from the grant of planning approval

3. Highways matters:

1. To advertise any proposals for a traffic orders (including traffic calming measures) and Gating Orders under the Highways Act and the Highways Act (Gating Orders) (England) Regulations 2006 and proceeding to make the order if there are no objections.
2. To make a traffic order where objections have been received but having given due consideration to the objections, officers are satisfied that any objections are frivolous or irrelevant.
3. Where a traffic order relates to more than one matter and objections have been made to some parts of the order but not to others, to make such parts of a traffic order to which no objections have been made.
4. To make minor modifications to a traffic order before it is made, including modifications to address any objections received.
5. To make a traffic order that has received objections where the Head of Infrastructure and Communities considers the objections are not of a complex nature, and/or are of only local significance.
6. To refer decisions in respect of traffic and highways matters to the relevant Planning Committee which in the view of the Head of Infrastructure and Communities raise issues of a complex nature or are of more than local significance and should be determined by the Planning Committee.
7. To serve notices requiring particulars of ownership (s16 Local Government (Miscellaneous) Provisions Act 1976)
8. To sign and serve notices in respect of contraventions of any of the provisions of the Highways Act 1980, Traffic Management Act 2004 and the New Roads and Street Works Act 1991 and Regulations made thereunder.

4. Land Drainage Matters

The following delegations shall be exercisable by the Head of Infrastructure and Communities and those officers indicated as authorised officers in the attached table:

Part 8 – Delegations to Officers

1. To sign and serve notices in respect of contraventions of any of the provisions of the Land Drainage Act 1991 Flood and Water Manager

5. Highways and Environmental Maintenance Functions

In addition to the Director of Place and Enterprise the following functions relating to highways, environmental maintenance (to include the enforcement of local bylaws) and parking enforcement generally shall also be exercised by the Head of Infrastructure and Communities for the areas for which he is responsible and in relation to the matters and legislation listed below.

1. To discharge the powers, duties and responsibilities of the Council.
2. To appoint, designate and authorise officers.
3. To authorise the institution and defence of proceedings.
4. For the avoidance of doubt “legislation” includes any statute incorporated with an enactment and any statutory instrument, Order in Council, Byelaw or other Order made thereunder and any enactment repealing, amending or extending the provisions thereof and any new enactment and any new enactments that are relevant to the functions shall be automatically added to the list below from the day they are passed.

Matters and legislation

1. Civil Enforcement of Traffic Contraventions and the Blue Badge Scheme

- Part 6 Traffic Management Act 2004 – to authorise suitably qualified officers or appoint consultants and technical advisors as necessary
- Chronically Sick and Disabled Persons Act 1970 – for the purposes of administering, inspecting and enforcing the Blue Badge Scheme

2. Littering

- Section 87 Environmental Protection Act 1990 - leaving litter
- Section 88 Environmental Protection Act 1990 - fixed penalty notices for leaving litter
- Schedule 3A, paragraphs 1, 6 and 7 Environmental Protection Act 1990 – for the purposes of dealing with unauthorised distribution of free printed matter

3. Abandoned Vehicles/Fly-Tipping

- Section 2 Refuse Disposal (Amenity) Act 1978 – abandoning motor vehicles, motor vehicle parts and other things
- Section 2A Refuse Disposal (Amenity) Act 1978 - fixed penalty notices in relation to the abandoning of motor vehicles and motor vehicle parts

Part 8 – Delegations to Officers

- Section 33 (1) (a) Environmental Protection Act 1990 – insofar as it concerns the unauthorised or harmful depositing of waste
- Section 33ZA Environmental Protection Act 1990 – insofar as it concerns fixed penalty notices for contravention of section 33 (1) (a)
- Section 1 Control of Pollution (Amendment) Act 1989 - transporting controlled waste without registering
- Section 59 Environmental Protection Act 1990 - removal of waste unlawfully deposited

4. Fly-Posting/Graffiti

- Section 224 (3) Town and Country Planning Act 1990 – displaying advertisements in contravention of regulations
- Section 131 (2) Highways Act 1980 – obliterating traffic signs including signposts erected or placed along a footpath, bridleway, restricted byway or byway
- Section 132 (1) Highways Act 1980 – painting or otherwise inscribing or affixing marks on the surface of or on any structures in or on the highway
- Section 1 (1) Criminal Damage Act 1971 – destroying or damaging property as it relates to the painting or writing on, or the soiling, marking or other defacing of, any property by whatever means.
- Section 43 Anti-social Behaviour Act 2003 – penalty notices for relevant offences (refer to Section 44) relating to graffiti and fly-posting

5. Nuisance Parking

- Section 3 Clean Neighbourhoods and Environment Act 2005 – exposing vehicles for sale on a road
- Section 4 Clean Neighbourhoods and Environment Act 2005 – repairing vehicles on a road
- Section 6 Clean Neighbourhoods and Environment Act 2005 - fixed penalty notices in relation to nuisance parking

6. Pavement Permits

- Sections 115A to 115K Highways Act 1980 - administration and enforcement of permission to use the highway
- Sections 130, 137 and 143 Highways Act 1980 - insofar as it relates to the use of the highway where no pavement permit has been sought or granted

7. Waste

- Section 34 (5) and (6) (and regulations made thereunder) Environmental Protection Act 1990 - making and retention of controlled waste related documents and the furnishing of documents
- Section 34A Environmental Protection Act 1990 – insofar as it concerns fixed penalty notices for offences relating to Section 34 (5) and (6)
- Section 46 Environmental Protection Act 1990 – provision of adequate receptacles for household waste

Part 8 – Delegations to Officers

- Section 47 Environmental Protection Act 1990 – provision of adequate receptacles for commercial or industrial waste
- Section 47ZA Environmental Protection Act 1990 - fixed penalty notices for offences under Sections 46 and 47
- Section 47ZB Environmental Protection Act 1990 - amount of fixed penalty under section 47ZA

8. Other anti-social behaviour related matters

- Sections 43 to 58 Anti-Social Behaviour, Crime and Policing Act 2014 – for the purposes of the administration and enforcement of Community Protection Notices
- Sections 59 to 75 Anti-Social Behaviour, Crime and Policing Act 2014 – for the purposes of the administration and enforcement of Public Space Protection Orders. This includes the administration and enforcement of the requirements and restrictions on dogs and their owners under existing Dog Control Orders in accordance with the transition arrangements under the Anti-Social Behaviour, Crime and Policing Act 2014.

6. Localism Act 2011 – Community Right to Bid

To determine reviews against the listing of an asset by the owner.

To determine reviews, against the payment or not of compensation, by an owner.



Committee and Date

Council

18th May 2017

ICT DIGITAL TRANSFORMATION PROGRAMME BUSINESS CASE

Responsible Officer Michele Leith

e-mail: Michele.leith@shropshire.gov.uk Tel: 01743 254402

1. Background

- 1.1 The Council's stated desire is to deliver services at the highest quality and lowest cost compared to other authorities in everything that it does. The latest Corporate Plan and Financial Strategy have identified that alongside a redesign of the Government funding model for local authorities, significant work needs to be undertaken by the Council itself to enable it to achieve the current Government's stated aim that Councils should become financially self-sufficient. This cannot be delivered overnight and an approach has been set out to make significant progress by 2019/20 along the following lines:
- Economic Growth – the Council has adopted an Economic Growth Strategy with the aim to generate growth in jobs and businesses and also directly generate resources for the Council on a number of fronts including through increased business rate generation
 - Commerciality – the Council has adopted a Commerciality Strategy to improve efficiency and income generation across the Council, placing more and more services on a commercial footing and creating new income streams to supplement service delivery across the authority.
 - Digital Transformation – the Council has adopted an ICT Digital Transformation Strategy that will transform IT systems, reshape services and 'back-office' functions, reducing costs, removing duplication, improving efficiency and enabling more effective service delivery across a rural geography.
- 1.2 All of these areas require significant investment to deliver the obvious financial gains on offer and the Council has been reviewing its investment approach to ensure funding is made available to deliver the greatest opportunities available. The final two bullet points above are closely linked, as more commercial service delivery cannot be achieved without fast, effective and efficient infrastructure unpinning everything the Council does. The Council has not invested in its IT infrastructure since the rationalisation programme undertaken when Shropshire became a unitary authority in 2009. Since then the Council has faced funding cuts which have impacted on service delivery; sometimes through cuts in service, often by redesign of the service in the light of changing customer needs. The Council's property infrastructure has been rationalised and the Corporate Plan adopted in 2016 has set a new direction for this work focussing on a much smaller public estate with

improved functionality throughout. This improved functionality cannot be delivered using the Council's aging ICT infrastructure and needs to be overhauled.

- 1.3 All councils with their wide range of services are facing the challenge of keeping pace with the advancement of technology and communication methods. New digital technologies such as mobile devices and apps together with scalable computing power are transforming the way organisations work, the way staff undertake their jobs and the way people interact/do business with the council. At the same time as this technological and communication shift is taking place, the harsh financial climate means that there is increasing pressure to provide essential services at reduced cost.
- 1.4 Recognising these competing pressures, Shropshire Council initiated the ICT Digital Strategy Programme ("the Programme") with the objective to improve efficiencies and reduce costs by implementing modern technologies and process improvements. The aim of the Programme is to examine how IT systems and software that support or transact these services could be digitised, modernised and automated, introducing end to end processes where possible, thereby making them more cost effective and efficient.
- 1.5 The challenge for Shropshire Council, and in particular the provision of IT, is to
 - Achieve significant financial savings, these savings will be in a variety of areas, reduced overhead costs, reduced software licence costs, process redesign, reduced infrastructure and accommodation costs, increased productivity and staff reduction.
 - Transform the business operating models enabling a more commercial approach to service design and delivery
 - Redesign and streamline the business processes across the organisation making them more efficient and increasing productivity on the front line
 - Build a more flexible, agile and integrated technology solution(s)
 - Improve customer engagement and encourage Customers to interact directly with the Council via digital media and self-service.
- 1.6 Failure to modernise systems and processes and failure to invest in technologies that will enhance customer/resident experience will result in:
 - Increasing inefficiency within all systems and processes across the council, particularly when compared to other organisations who have embraced digital transformation
 - Inability to reduce operating costs because of duplications in manual processing and procedures that are constrained by outdated systems
 - Limit the Council's ability to operate more commercially
 - Minimise the opportunity to provide more cost effective online services
 - Restrict the availability of customer insight information and performance data resulting in reduced capacity to improve commissioning or delivery of services.

- 1.7 In January 2016 the Programme was streamlined to focus on 3 main areas Social Care, Business Transformation and Technology. The Programme was renamed the ICT Digital Transformation Programme.
- 1.8 The outline proposals were approved by Full Council on 21st July 2016 and financial provision was incorporated into the financial strategy approved at the same time. The case for change and the recommended approach were set out in the report and approved by, but it was agreed at the time that a full business case would be developed presented to Full Council for final approval.
- 1.9 After the outline business case and funding were approved by Full Council, and in order to inform a full business case the three projects in the programme began the procurement process.
- 1.10 The timescale for Social Care Replacement System Project was dictated by the need to have a replacement system in place by 1st April 2018. The reasons for this were the expiry of the contact with the existing system supplier and the fact that the system was reaching obsolescence and would cease to be supported by the supplier.
- 1.11 In February 2017 Cabinet gave approval to agree a contract with preferred supplier. The programme is now in design phase and is on schedule for April 2018 implementation.
- 1.12 In the Technology Project procurement of a new Customer Relationship Management System and Telephony system have reached preferred supplier stage. The timescale on this project has now become more urgent because the existing supplier has gone into administration and whilst there is no immediate threat to the service a replacement system is a priority.
- 1.13 The Business Transformation Programme represents by far the largest investment and on full implementation will have the highest return on investment. The procurement process so far has informed the costs and benefits and further detail is being worked through at present.
- 1.14 The Financial implications for the full Digital Transformation Programme will be regularly updated and reported in the Financial Strategy, and brought to Cabinet and/or Council for approval as appropriate. The existing financial envelope for the programme, agreed by Council in July 2016, remains adequate. Further details about the case for change not replicated in the full business case can be found in the report to Full Council on approved 21st July 2016.

2. Recommendations

- 2.1 It is recommended that Council
 - Approve the full business case that has been developed to support the ICT Digital Transformation Programme and which details the operational and financial benefits and implications including risks.

- Delegate authority to the Head of Finance, Governance and Assurance (section 151) in consultation with the Portfolio Holder for Corporate Support to negotiate and agree a contract with the preferred supplier identified within the Business Transformation Programme.
- Delegate authority to the Head of Human Resources and Development in consultation with the Portfolio Holder for Corporate Support to negotiate and agree a contract with the preferred supplier for the Customer Relationship Manager Software and the associated telephony requirement.
- That Council note that future updates to the costs and savings of the IT Digital Transformation Programme will be reflected in the Council's budget and updated and monitored through the Council's regular processes (e.g. the Financial Strategy, Capital Programme and Monitoring Reports).

Financial Implications

- 3.1 In July 2016 Council approved the Digital Transformation Programme which included an overall financial envelope of £23.037m. This was inclusive of three main projects within the Programme:
- Social Care – replacement of the existing system (Required Funding £5.115m)
 - Business Transformation – replacement of key Financial, HR, Payroll and CRM systems (Required Funding £17.923m)
 - Technology – review of legacy systems and working methods across the Council (Required Funding included above)
- 3.2 At the present time the Social Care system has progressed sufficiently within the procurement process to provide updated financial information on investment and implementation costs. These are currently commercially sensitive. Furthermore, a full review of cashable and non-cashable savings is currently being undertaken, based up on the selected solution. At the present time the financial envelope associated with this element of the programme appears to be sufficient.
- 3.3 The Business Transformation project is currently in the process of being procured and further detailed work on the financial implications will be necessary to update the investment and implementation costs and both cashable and non-cashable savings. At the present time the financial envelope associated with this element of the programme appears to be sufficient.
- 3.4 The technology workstream has been reviewed and a new governance structure is being put in place on the back of the current finding. Some of this project will be taken forward as separate workstream working alongside Business Transformation and Social Care. A separate element is being considered as unpinning to all three of the projects described above and much of this can be delivered within existing resources. Consequently, this will not have an adverse impact on the financial envelope associated with this project. In the meantime, as much of the revised financial information is still a work in progress and/or commercially sensitive, the DTP Business Case has retained the existing financial analysis.

3.5 As summary of the total programme costs from the business case is shown in table one below.

Table one

<i>FUNDING POSITION</i>	Year 0	Year 1	Year 2	Year 3	Year 4		Totals
	2016/17	2017/18	2018/19	2019/20	2020/2021		
Costs:							
One off Costs	16,223	7,891	1,499	460	160		26,233
On-going Costs	5,230	6,202	5,287	4,680	4,537		25,936
Total Costs	21,453	14,093	6,786	5,140	4,697		52,169
Base Budget	5,217	5,217	5,217	5,217	5,217		26,085
Cashable Benefits (excl. systems savings as included within base budget)	80	441	708	848	970		3,047
Required Funding*	296	8,435	861	-925	-1,490		23,037

*Funding approval secured 21st July 2016

Conclusion

The hybrid option although in different form to the one originally envisaged still gives us the option to take forward a number of key elements within this – Finance, HR and Procurement on one platform. There is sufficient evidence that this alone would justify the investment. At the current stage of procurement there is evidence that at least one of the remaining suppliers in the process could deliver improvements on the current systems and with some development deliver a more joined up solution.

The fact that all systems cannot at this time be on one unified platform is not a barrier to taking out significant duplication in administrative processes, create greater productivity across the organisation, and achieve improved Business Information and Management Information. All of which equates to better use of resources. From a system perspective this should be achievable either directly within the new system, or through robust interfaces and sharing of data. The original business case estimates that we will make £11 million cashable and non-cashable savings. This will not be possible if we retained the existing systems. We are planning to build in to the contractual requirement with the new provider the requirement to develop these within the first contractual term.

At the time of this report we believe this is achievable. If this position is maintained and we continue to believe this is achievable we will continue. If we encounter problems, we reserve the right to pause and look at alternatives, such as investing in our existing systems to deliver a different outcome.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)

Cabinet Member (Portfolio Holder)

Local Member

Appendices

ICT Digital Transformation Programme			
Senior Responsible Officers	Clive Wright / Michele Leith	Date Updated	03/05/2017
Version	1.3	Project ID	
Projects	Social Care / Business Transformation / Technology		
Programme Description	The Council's stated desire is to deliver services at the highest quality and lowest cost compared to other authorities in everything it does. This approach will require investment, redesign and cultural change throughout the authority. The ICT Digital Transformation Programme will support this transition by the Council through the provision of modern digitalised ways of working that are fit for purpose, use best practices, and enable the Council to have 'one version of the truth'.		
Reviewers	Chief Executive, Directors and Council Members		
Document Owner	ICT Digital Transformation Programme		
Author(s)	ICT Digital Transformation Team		
Distribution	Directors and Senior Stakeholders		
Authorisation	Clive Wright; Michele Leith, Directors and Council Members		

1. Purpose

- 1.1 The purpose of the earlier Outline Business Case, which set out options for investment in technology and process redesign to achieve significant later benefits for Shropshire Council, was approved by the resolution of ICT Digital Transformation Programme Council paper on 21st of July. Agreement was reached to proceed with option 4, a hybrid solution and the funding to deliver this. This paper is the full Business Case which confirms the approach and benefits are still valid.
- 1.2 The ICT Digital Transformation Programme consist of a portfolio of projects which includes – Social Care, Business Transformation and Technology.
- 1.3 The aim is to build stakeholder confidence and commitment to this Programme. This will be achieved by demonstrating that the Programme offers the best approach to:
 - Alignment to the Council's vision of a digital solution
 - The ambition of becoming a more commercial organisation
 - Supporting the Customers of Shropshire
 - Partnership working

2 Introduction

- 2.1 The Council's stated desire is to deliver services at the highest quality and lowest cost compared to other authorities in everything that it does. The latest Corporate Plan and Financial Strategy have identified that alongside a redesign of the Government funding model for local authorities, significant work needs to be undertaken by the Council itself to enable it to achieve the current Government's stated aim that Councils should become financially self-sufficient. This cannot be delivered overnight and an approach has been set out to make significant progress by 2019/20 along the following lines:
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- 2.2 All of these areas require significant investment to deliver the obvious financial gains on offer and the Council has been reviewing its investment approach to ensure funding is made available to deliver the greatest opportunities available. The final two bullet points above are closely linked, as more commercial service delivery cannot be achieved without fast, effective and efficient infrastructure unpinning everything the Council does.
- 2.3 The Council has not invested in its IT infrastructure since the rationalisation programme undertaken when Shropshire became a unitary authority in 2009. Since then the Council has faced funding cuts which have impacted on service delivery; sometimes through cuts in service, often by redesign of the service in the light of changing customer needs. The Council's property infrastructure has been rationalised and the Corporate Plan adopted in 2016 has set a new direction for this work focussing on a much smaller public estate with improved functionality throughout. This improved functionality cannot be delivered using the Council's aging ICT infrastructure and needs to be overhauled.
- 2.4 All councils with their wide range of services are facing the challenge of keeping pace with the advancement of technology and communication methods. New digital technologies such as mobile devices and apps together with scalable computing power are transforming the way organisations such as Shropshire Council interacts with its customers. At the same time as this technological and communication shift is taking place, the harsh financial climate and austerity measures, mean that there is increasing pressure to provide essential services at reduced cost.
- 2.5 Recognising these competing pressures, Shropshire Council initiated the ICT Digital Strategy Programme with an objective to improve efficiencies and reduce costs by implementing modern technologies and process improvements. The aim of this Programme is to examine how IT systems and software that support or transact these services could be

digitised, modernised and automated, introducing end to end processes where possible, thereby making them more cost effective and efficient.

2.6 The challenge for Shropshire Council, and in particular the provision of IT, is to:

- Achieve significant financial savings
- Transform the business operating models
- Redesign and streamline the operational processes across the business
- Build a more flexible, agile and integrated technology solution
- Improve customer engagement and encourage Customers to interact directly with the Council via digital media and self-service.

2.7 Failure to modernise systems and processes and failure to invest in technologies that will enhance customer/resident experience will result in:

- Increasing inefficiency within all systems and processes across the council, particularly when compared to other organisations who have embraced digital transformation
- Inability to reduce operating costs because of duplications in manual processing and procedures that are constrained by outdated systems
- Limit the Council's ability to operate more commercially
- Minimise the opportunity to provide more cost effective online services

3 Approved recommendation

3.1 Council approved subject to approval of full business case the recommended hybrid option (Option 4) as the preferred solution for delivering a digital state to meet the business and IT needs of the Council and to support front-line services. In so doing, it meets the Council's requirements to

- Deliver the greatest level of financial benefits of all the options;
- Ensure business continuity in key services;
- Achieve the greatest benefit to the Council for a reasonable level of risk.

3.2 The hybrid approach will allow the Council to maximise the potential of its current internal ICT provision coupled with 'best of breed' solutions for Social Care and back-office processing. Further information about the hybrid approach are outlined in appendix 2. Details of other options considered are contained in the Council Paper -, Digital Transformation Programme – 21st July 2016

Strategic Business Case

4 Vision

- 4.1 The vision of the ICT Digital Transformation Programme is to enable the provision of excellent and efficient services at the highest quality and the lowest cost to the public, providing clear and simple access to services through resilient and convenient routes. It will do this by driving business change and enabling the Council to procure or deliver its services on a digital platform that will transform the way it interacts with its customers.
- 4.2 The ICT Digital Transformation Programme is designed to provide the necessary tools, systems and processes to support the Council's business vision. The key requirements of this strategy are to deliver or enhance: -
- Significant financial savings
 - Digital services for all customers
 - Efficient back office systems
 - Core operational services – Social Services
 - Mobile, flexible, agile workforce
 - Data Centres & Infrastructure
 - Resilient Business Continuity and Disaster Recovery capacity
 - Staff empowerment to better use existing and new IT equipment and software including self-service
 - Better position the Council to realise commercial opportunities

5 Drivers

5.1 Business Need

The implementation of an ICT Digital Transformation Programme for Shropshire Council is necessary to modernise the Council's offer to the public, to increase cost effectiveness and improve customer satisfaction. To ensure highest quality – lowest cost through greater productivity, better accessibility, improved responsiveness.

5.2 Necessity to Reduce Costs

This Programme exists to enable the Council to meet its requirement for reduced spend over the coming years. The Programme will achieve this through eliminating fragmentation in the way the Council interacts with its customers. It will create new and improved channels for customers to access services, implementing more efficient business

processes, and ensuring that specialist resources are targeted towards the most vulnerable.

- 5.2.1 The Council has put in place a short-term budget plan involving the use of achievable savings programmes and the use of one-off funding sources, over the financial years 2017/18 and 2018/19 to ensure that services can continue to be delivered without wholesale disruption over this period. This financial position is not sustainable and the Digital Transformation Programme is a significant element of the Council's approach to becoming a self-sufficient and financially sustainable authority from 2019/20 and onwards.

5.3 Budget Restrictions

- 5.3.1 Since 2009, £146m has been removed from this Council's budget due in the main to significant cuts Government grants including Revenue Support Grant.
- 5.3.2 At present by April 2019 Local Authorities are expected to be financially self-sustaining following the implementation of a fair funding review and the local retention of 100% of locally raised business rates. Many of the grants the Council currently receives will continue to be removed and additional burdens will be placed on the Council, potentially increasing the number of services we currently provide locally. The Council needs to ensure it is in the best position possible to manage the impact of these as yet un-quantified changes.

5.4 Improvement in Social Care Performance

- 5.4.1 Currently the provision of Adult Social Care in the County accounts for the greatest proportion of Shropshire Council spending. This creates a number of business drivers that support a wholesale review of current Social Care processes and the ICT systems that underpin them. Key amongst these are:
- To replace existing 12-year-old application which is on the limit of viability because it will no longer be supported by the supplier
 - To implement integrated systems to support current and strategic Social Care objectives
 - To link operational activities and associated financial transactions to the provision of assessed social care and thereby remove redundant and duplicated processes
 - To reduce the travel time of front-line staff by removing the need to continually return to an office base to complete manual tasks, through the implementation of enhanced business processes.
- 5.4.2 Without implementing such an efficiency based improvement solution, it is anticipated that Adult Social Care and Children's Services would require annual increases in staff numbers of both adult and children's social workers and support staff, to meet the increased demand, and this is not sustainable in the medium to long term.

5.5 Outdated IT systems

Many of the existing IT systems work entirely independently. This is a more expensive way to run the variety of systems needed across the organisation as they have different maintenance requirements, individual license needs and most problematically, the different systems do not naturally work together.

- 5.5.1 Since the formation of the Unitary authority there has not been a business drive to review the various systems and applications, which has resulted in the current situation where the majority of software solutions do not integrate effectively.
- 5.5.2 As the systems work independently, clunky and inefficient solutions have been found to transfer data or information between the various applications. This works in many different ways, some solutions include the downloading and uploading of Excel spreadsheets; some pieces of software even have other pieces of software linking them together. All of these solutions have data protection and integrity issues alongside the complexity of ensuring they function. There is significant duplication of effort and risk of inaccurate data transfer.

5.6 Poor Connectivity

- 5.6.1 The council is currently served by a BT wide area network however this has had a problematic implementation, and for certain sites this has proven to be unreliable or not cost effective to maintain. As a rural county Shropshire has connectivity issues with 43% of properties in Shropshire having no 4G access. Where possible solutions must be able to be delivered over poor connectivity.
- 5.6.2 Not all council sites are connected for Wi-Fi purposes, and this will be addressed taking into account site and service rationalisation plans along with future user and usage projections. Similarly, many of the existing 150 school sites have limited connectivity with ADSL and limited reliability of Airband connections.

5.7 Improved Customer Experience

- 5.7.1 The customer view is that the Council does not work as a coherent, joined-up organisation and this often makes it complicated for customers to deal with the Council. It is not possible, for example, to provide information to the Council in respect of council tax, other than the traditional methods such as phone, letter, or email. Even the latter is not an efficient methodology, as it requires the information to be re-typed into the Council databases that can lead to errors. This hampers the quality of contact with the Customer and makes debt collection more problematic. It also leads to confusion from a customer perspective.
- 5.7.2 There is also no single-view of the Customer. An individual, who contacts Shropshire Council for different services, is treated as a different individual, rather than one Customer. The Council needs to foster an aggregated and comprehensive set of known data which forms a single view of the customer and their service usage.

6. ICT Digital Transformation Benefits

6.1 Digital Customer Services

- Electronic Customer Relationship Management, including Self-Service and online forms
- Digital Communications platform(s) including, Telephony, Social Media management, email newsletter/marketing management, SMS, and Web Chat (text and/or video)
- To have a single view of the customer and link to back office systems it will be important to put data protocols in place for data governance.

6.2 Single View of the Customer

- A full review of the all system will be carried out as part of a phase two implementation. The Council objective of a single view of the customer can be advanced by incorporating, integrating or interfacing many of the councils other systems on or with the Enterprise Resource Platform (ERP). This will be further advanced through re-engineering of business processes.

6.3 Mobile, Agile Working

- Agile working - The ability to provide working environments that give staff the flexibility of location and facilities best suited to their roles and where they need to be in the County. This requires adaptive approaches to physical locations – many of which will not take the form of conventional offices. Indeed, true agile working means that more work can be conducted closer to the Customer.

True adoption of agile and mobile working will require a fundamental rethink and redesign on how current services operate, along with active and ongoing engagement with staff to ensure that they feel supported in working agilely (when appropriate for their role). The technology programme will support this, but the business as a whole will have to understand and want the change, something that is being addresses corporately as part of work to change the culture of the organisation.

6.4 Productivity

- The removal of current delays in accessing data from key systems would increase productivity; end users would be able to access that essential data from any location that suits their working environment. The removal of the requirements to manually update systems, record data in separately in multiple places and manually manipulate data, combined with great availability of accurate/real time data will significantly increase productivity both in front line and support services.

6.5 Mobile Device Management

- Mobile devices will be updated and secured on a regular basis. The preferred option will need to provide tools for the use of the ICT team to manage end user devices to enforce security and access policies without degrading the services provided by those devices. The current Mobile Device Management provision will be reviewed and enhanced to ensure it is continually meeting these requirements.

6.6 Data Centre & Infrastructure

- The council has recently made investment in the main and backup data centre, as such this investment should be taken into consideration when making decisions. It is worth noting that Shropshire Council has always been forward thinking in terms of IT (3rd Council to adopt cloud based Office 365) and will identify the most appropriate and cost effective for our data management needs.
- To support the Council to be more commercial, the council infrastructure requires further investment to enhance and support commercial multi-customer service environments, allowing all council departments to provide cost effective services, which are delivered quickly and accurately.
- The preferred option will need to provide for all core and non-core applications to be hosted on a multi-tenancy platform.

6.7 Cloud-based solutions

- Cloud based solutions – (Cloud storage is a service model in which data is maintained, managed, backed up remotely and made available to users over a network (typically the internet) this should be considered and used where it provides additional functionality or value to the business. The modern approach to cloud based solutions is to leverage them to support existing IT facilities in a hybrid approach. Cloud solutions should be used to complement existing technology allowing the councils IT systems to flex as demand either increases or decreases. In each situation whichever solution is implemented will have robust Disaster Recovery and Business Continuity measures in place.

6.8 Document Management / Electronic Document Records Management System (EDRMS)

- EDRMS technologies allow the efficient storage and use of the council's electronic documents. EDRMS improves document handling and information retrieval, while also supporting the improvement of business processes and customer interaction. EDRMS can provide the tools to manage the automation of business processes to establish a central, secure repository for key business information which can then be simply and securely shared with partner organisations.
- ICT is developing and training staff in the use of SharePoint, which exists as part of the Councils Office365 subscription. This will support staff to work in a more mobile and flexible way. The decision on the application which will be corporately adopted will be informed by the data and reporting strategies (these are currently being developed).

6.9 End user facilities

- Ensuring that end users are provided with appropriate technical solutions to improve productivity and customer outcomes. These may include combinations of:
 - Laptops/Tablets with access to mobile applications
 - Mobile phones with access to a variety of applications
 - Appropriate telephony equipment to allow hot desking
 - The ability to access e-mails from various mobile devices
 - Access to Unified Communications from various Council managed devices
 - Training for staff to make the best use of the hardware available to them

6.10 Identity Access Management

- IAM technology can be used to initiate, capture, record and manage user identities and their related access permissions in an automated fashion. This ensures that access privileges are granted according to a single interpretation of policy; all individuals and services are properly authenticated, authorized and audited.

6.11 Business Continuity and Disaster Recovery (BC/DR)

- The preferred option will include robust IT Crisis Management and Business Continuity Management measures for the Council. BC and DR capabilities will be embedded into new solutions to ensure council systems are robust and reduce the risk exposure of the council.

The new solutions must be designed to:

- Ensure that end user capabilities can be delivered to meet business continuity requirements

- Provide appropriate DR type questions that the business should consider when engaging external suppliers of non-in-house IT delivered services (across the internet)
- Develop the Business IT lifecycle for DR, for those applications that are not in-house delivered services (across the internet)
- Develop IT Business Continuity people & process capabilities to support the resumption of the day to day IT function
- Review the IT Crisis Management capability to support the decision making processes required to instigate DR recovery in a timely manner
- Define and implement appropriate toolsets to support DR activities, IT Crisis Management and BC requirements

6.12 Security

The council adheres to the Public Services Network (PSN) Security restrictions to ensure continued connectivity to central government systems and information. Shropshire Council must comply with these restrictions, however with investment in new technologies and process redesign it will be possible to both enhance our Security stand point and allow greater freedom to support mobile and agile working. Security of the new systems is not an optional extra and must be designed into all new solutions at the beginning, as retrofitting later will not be an option.

Possible areas of exploration are;

- Adopt multi factor across the councils' estate to provide a unified single experience to the end user.
- Explore internet based connection and authentication tools
- Work with other councils to adopt or adapt best practice
- Explore and if appropriate implement additional security technologies

6.13 Management information and reporting

- 6.13.1 To achieve the stated goals a standardised approach to managing information and reporting should be adopted. Each potential solution has its own reporting capability but to derive the maximum benefit from the current investment a holistic and overarching reporting methodology / technology should be adopted. Consistency of reporting from consistent and reliable information is a key deliverable of this programme. Final decisions on the best format for reporting within solution will be made on a case by case basis.
- 6.13.2 Retrofitting an agreed strategy is possible post implementation but it will be more efficient to agree a standard and identify any require technology or processes before significant design work is undertaken.
- 6.13.3 It is worth noting that we have already invested in a Microsoft product called Power BI (this is a market leading application for business reporting) that will provide comprehensive and timely management and performance reports.

6.14 Ongoing Support and Maintenance/System Administration

- 6.14.1 Beyond the life of the first phase of the Digital Transformation Programme the internal ICT department will continue to develop Shropshire Council's use of Digital services. This programme is the first step of what can only be a digital future, one in which departments are fully supported by a highly skilled ICT department.
- 6.14.2 Current plans that form part of the Technology stream will deliver some of the tools needed to support the ICT department to enable the rest of the organisation to be more sustainable, through commerciality, economic growth and efficiencies.
- 6.14.3 Over the past several years, most departments at Shropshire Council have reduced in size to achieve necessary efficiencies. Post Digital Transformation programme new systems, hardware and software, will require different skillsets and training is being developed to assist all departments to use the tools being developed.
- 6.14.4 Another issue that has occurred during the time of departmental retraction has been the emergence of small technical teams across the organisation. These teams, or often individuals, have been a necessity to keep various pieces of software or equipment functioning. During and post Digital Transformation, the roles and functions of these teams will be reviewed and where appropriate closer working with the central ICT department will be forged.
- 6.14.5 One of the areas of work to collaborate with the small technical teams across the Council is around Change management. The ICT department have been undergoing ITIL based training which supports the implementation of ITIL based change management.

6.15 BluPrint (Printing Services)

- 6.15.1 Consolidated solutions to manage paper based communication, digital mailroom and printing comprising: -
- Scanning – leading to a reduction in staff reliance on currently slow practices using existing machinery and equipment. This not only frees up staff time, but also the quarterly costs incurred on machinery leases and maintenance agreements
 - Rationalisation of Multi-Functional Devices - generating the output and emailing electronic documents from Shropshire Council to its customers and in turn reduces the need to print
 - Post - renegotiating postage contracts, streamlining processes and considering downstream access in order to further reduce postage costs. This will have a greater impact on Shropshire Council's annual spend if all output is from one single site
 - Acquisition of Equitrac (pull print solution) to allow staff to print from any Council device across the County.

6.16 Staff empowerment/self-service software

- 6.16.1 There is very limited training available to staff on their current IT setup (this is a result of the reduction in IT staff resources over the past 7 years). IT will develop the resources needed to adequately support and train staff – by doing this it is expected that staff satisfaction levels will be increased as they are able to feel more confident in their work.

6.16.2 There are a number of interactions with IT which could be replaced by procuring relevant “self-service” software solutions (e.g. self-password reset software and software ordering/installation software). Procuring this type of solution would have multiple benefits, including a decrease in the demand on IT support, more rapid completion of requests and (depending on the solution) a limited ability for work to be completed out of normal operating hours.

6.17 Staff training

6.17.1 Equipping staff with excellent equipment and making changes to appropriate operating methods across the organisation will be one of many steps needed towards a digital transformation. The ICT department will work to support staff to better use their existing and future equipment in particular:

- ICT consultations with managers and teams to define the most appropriate uses of technology to support their service needs
- An improved change management process to identify when new software is needed and support the business to either acquire something new or look at existing options
- Weekly “drop-in” sessions with presentations on new topics
- Improved “How-to” sections on the intranet
- Videos demonstrating how to perform specific tasks
- E-learning, both existing from suppliers and new developed in-house

6.18 Commercial enablement

6.18.1 The council has a stated commercial enablement strategy and this programme must support this agenda. The programme should assess the commercial opportunities of each element against its own commercial possibilities or ability to support business area activity. An “invest to earn” approach should be adopted and the programme should engage with the wider Council to identify technologies or solutions that would directly and indirectly enable income generation for the authority.

- £10m to £15m of new revenue income over a period of five to ten years
- A minimum of £5m of new revenue income by the 31st March 2020
- £50m of capital receipts by 31st March 2020
- Reduce back office costs by 25% by 31st March 2019
- Deliver commercial skills development for all staff by 2021
- Reduce building running costs by 30% by 31st March 2020

6.19 Economic Growth Strategy and Enablement

6.19.1 Shropshire Council is also working to enable the Counties business community to grow. The Digital Transformation programme will enable the rest of the Council to support the aims of the Economic Growth strategy as more people move to the County.

By 2021:

- 12% growth
- 3,700 new jobs
- £300 million private sector investment
- 1,375 new homes per year

7 Finance

7.1 **Costs, Benefits and Funding**

7.1.1 On 21st July 2016 Council approved the financial implications of the preferred ICT Digital Transformation Programme approach including approving the use of Capital Receipts and other funding sources identified to fund the budgetary increase required.

7.1.2 Since the initial report the various elements of the project have been progressing through tender processes. During this time the scope of the project has been refined and the resource requirement has developed in a greater level of detail. Whilst we now have a better picture of the financial impact of some key elements of the project there are still areas which are subject to development and change. On this basis the original costings have not been changed and it is prudent at this stage to maintain the financial envelope as originally planned. There is therefore no overall change to report.

7.1.3 The financial position as previously reported is shown in the tables below. All indications at this stage are that the project will be satisfactorily contained within the financial envelope already identified and approved.

7.2 **Programme Management, Business Transformation and Technology**

All financial figures are in £000s						
COST & BENEFIT CATEGORIES	Year 0	Year 1	Year 2	Year 3	Year 4	Totals
	2016/17	2017/18	2018/19	2019/20	2020/2021	
One off Costs						
Staffing Resources:						£ -
Project Resources plan	3,104	1,919	689	0	0	£ 5,713
New System Costs:						£ -
Hardware	404	70	160	160	160	£ 954
Software	1,894	2,288				£ 4,182
Implementation	5,606	1,824	650	300	-	£ 8,380
Interfaces	250	50	-	-	-	£ 300
Contracts	1,320					£ 1,320
Other Costs:						£ -
Training	125	50	-	-	-	£ 175
Decommissioning	201	99	-	-	-	£ 300
Contingency (10%)						£ -
Total One-off Costs	£ 12,905	£ 6,300	£ 1,499	£ 460	£ 160	£ 21,324

All financial figures are in £000s						
COST & BENEFIT CATEGORIES	Year 0	Year 1	Year 2	Year 3	Year 4	Totals
	2016/17	2017/18	2018/19	2019/20	2020/2021	
On-going Costs						
New System Costs:						
Software			2,288	2,288	2,290	£ 6,866
Contracts		1,684	1,861	1,681	1,529	£ 6,755
Dual Running of Old System						£ -
Software	2,851	2,851	487	487	487	£ 7,162
Contracts	2,123	1,199	350	-		£ 3,672
Hosting/DR						£ -
Total On-going Costs	£ 4,974	£ 5,734	£ 4,986	£ 4,455	£ 4,305	£ 24,455

COST & BENEFIT CATEGORIES	Year 0	Year 1	Year 2	Year 3	Year 4	Totals
	2016/17	2017/18	2018/19	2019/20	2020/2021	
Benefits						
Cashable Benefits	80	441	688	828	950	2,987
Non-cashable Benefits	352	3,583	5,720	6,843	8,859	25,357
Total Cashable Benefits	432	4,024	6,408	7,671	9,809	28,344

All financial figures are in £000s						
FUNDING POSITION	Year 0	Year 1	Year 2	Year 3	Year 4	Totals
	2016/17	2017/18	2018/19	2019/20	2020/2021	
Costs:						
One Off Costs	12,905	6,300	1,499	460	160	21,324
On-going Costs	4,974	5,734	4,986	4,455	4,305	24,455
Total Costs	17,879	12,034	6,486	4,915	4,465	45,779
Base Budget	4,974	4,974	4,974	4,974	4,974	24,869
Cashable Benefits (excl. systems savings as included within base budget)	80	441	688	828	950	2,986
Required Funding	12,825	6,620	824	-886	-1,459	17,923

Social Care

All financial figures are in £000s						
COST & BENEFIT CATEGORIES	Year 0	Year 1	Year 2	Year 3	Year 4	Totals
	2016/17	2017/18	2018/19	2019/20	2020/2021	
One off Costs						
Staffing Resources:						
Project Resources plan	1,084	1,446				£ 2,530
New System Costs:						
Software	691					£ 691
Contracts	1,434					£ 1,434
Other Costs:						
Training						£ -
Decommissioning						£ -
Contingency (10% or Resources only)	108	145	-	-	-	£ 253
Total One-off Costs	£ 3,318	£ 1,591	£ -	£ -	£ -	£ 4,909
On-going Costs						
New System Costs:						
Software						£ -
Contracts		212	219	225	232	£ 888
Dual Running of Old System						
Software	174	174				£ 348
Other Licences, Support & Maintenance	6	6	6			£ 17
Hosting/DR	76	76	76			£ 229
Total On-going Costs	£ 256	£ 468	£ 301	£ 225	£ 232	£ 1,481
Total Costs	£ 3,574	£ 2,059	£ 301	£ 225	£ 232	£ 6,390

COST & BENEFIT CATEGORIES	Year 0	Year 1	Year 2	Year 3	Year 4	Totals
	2016/17	2017/18	2018/19	2019/20	2020/2021	
Benefits						
Cashable Benefits			21	51	44	116
Non-cashable Benefits			2,149	2,149	2,149	6,447
Total Cashable Benefits	-	-	2,170	2,200	2,193	6,563

All financial figures are in £000s						
FUNDING POSITION	Year 0	Year 1	Year 2	Year 3	Year 4	Totals
	2016/17	2017/18	2018/19	2019/20	2020/2021	
Costs:						
One off Costs	3,318	1,591				£ 4,909
On-going Costs	256	468	301	225	232	£ 1,481
Total Costs	3,574	2,059	301	225	232	£ 6,390
Base Budget	243	243	243	243	243	£ 1,215
Cashable Benefits (excl. system savings as included in base budget)			20	20	20	£ 60
Required Funding	£ 3,331	£ 1,816	£ 38	-£ 38	-£ 31	£ 5,115

Total Programme Costs

<i>FUNDING POSITION</i>	Year 0	Year 1	Year 2	Year 3	Year 4	Totals
	2016/17	2017/18	2018/19	2019/20	2020/2021	
Costs:						
One off Costs	16,223	7,891	1,499	460	160	26,233
On-going Costs	5,230	6,202	5,287	4,680	4,537	25,936
Total Costs	21,453	14,093	6,786	5,140	4,697	52,169
Base Budget	5,217	5,217	5,217	5,217	5,217	26,085
Cashable Benefits (excl. systems savings as included within base budget)	80	441	708	848	970	3,047
Required Funding*	296	8,435	861	-925	-1,490	23,037

*Funding approval secured 21st July 2016

- 7.2.1 Going forward it is recommended that future updates to the costs and savings of the IT Digital Transformation Programme will be reflected in the Council's budget and updated and monitored through the Council's regular processes (e.g. the Financial Strategy, Capital Programme and Monitoring Reports).

8 Procurement

- 8.1 The agreed procurement process is to use Crown Commercial Services framework RM1042, RM1059 and RM1054.

9 Programme Plan

9.1 Data Cleansing and Classification

- 9.1.1 As part of a wider stream of work within the ICT Digital Transformation Programme, it would be prudent to undertake a data cleansing exercise. Carrying out this piece of work would ensure that the data held in the various applications within Shropshire Council is both current and relevant to the efficient operation of the organisation.
- 9.1.2 The piece of work would ensure that the quality and integrity of the data meets the needs of the Council. Strategically the work should commence in the initial phases of the Programme, and would be an ongoing piece of work throughout the life cycle of the implementation.
- 9.1.3 As the Programme progresses the work should be incorporated as a separate work stream. Post 'go live', regular data cleansing should be an ongoing process, in line with the council-wide governance and data cleansing policy.

- 9.1.4 During the initial phase the level of data cleansing that needs to be undertaken should be decided, again in line with council policy and procedures. If no policy exists, then it should be formulated and enforced.
- 9.1.5 Data classification should be undertaken to ensure new systems are developed with appropriate security and accuracy. Data ownership and classification is vital to the provision of fit for purpose solutions that support business transformation. Data classification will also allow more flexible security principles to be applied.

9.2 Data Governance

- 9.2.1 The aspiration of the Council is to achieve a single view of the Customer. This aspiration cannot be achieved simply by reducing the number of systems. It will require systematic processes, which are well managed through a data governance regime. It should be noted that data governance should not be confused with information governance, they are two separate disciplines.
- 9.2.2 A clear definition is required of the term 'single view of the Customer'. The obvious definition is that a Customer is a person in receipt of one or more of our services. However, there is also likely to be a need for a single view of groups including our partners, suppliers, assets, places and other data groupings.
- 9.2.3 Common standards will be set across the organisation, which will be systematically monitored to ensure all data is of the required quality. Data quality tools will be utilised to identify data gaps, errors and duplication in order that standards are maintained and a single view can be achieved.
- 9.2.4...The proposed IT solution is to be based on multiple platforms. The common data standards will need to be applied across all platforms and applications. It is likely that certain data concepts will only be applied to certain applications within those platforms. There will be some data concepts which are likely to be common across all of the systems. Where common data is in place it is important that this data is consistently managed and shared. In essence this will become the core dataset.
- 9.2.5 The core dataset will need a high degree of data management. If a Customer reports a change in address this change will need to be validated and then applied across all applications where that data concept applies. This centralised data management will form an essential part of future reporting and business intelligence by ensuring data is accurate, complete and free from duplication.

9.3 Design Phase

- 9.3.1 In line with best practice a more accurate analysis of actual costs and deliverable benefits will be undertaken during the Programme design phase.
- 9.3.2 As part of the design process a detailed analysis of IT system and operational processes will facilitate a revised cost and benefits forecast that will be used to update the business case.

- 9.3.3 As part of the design process, a review of the current business processes will be undertaken. The design should seek to establish robust governance and protocols that reflect current best practice within the Council. Where procedures, policy and protocols do not reflect government guidelines of best practice, there is an opportunity to establish best practice in line with those guidelines. As part of the design phase stakeholders will be able to make informed decisions and agree to budget reductions and cashable benefits.
- 9.3.4 This approach should be adopted at all phases of the Programme from the design solution to delivery of the Programme. All phases of the design including robust business processes, will reflect a more efficient way of working, this will support the delivery of benefits and cost savings expected from the Programme. System configuration will be less expensive if established during the design phase of the Programme. This approach which will form part of the cost effective future proofing of the Council's applications.

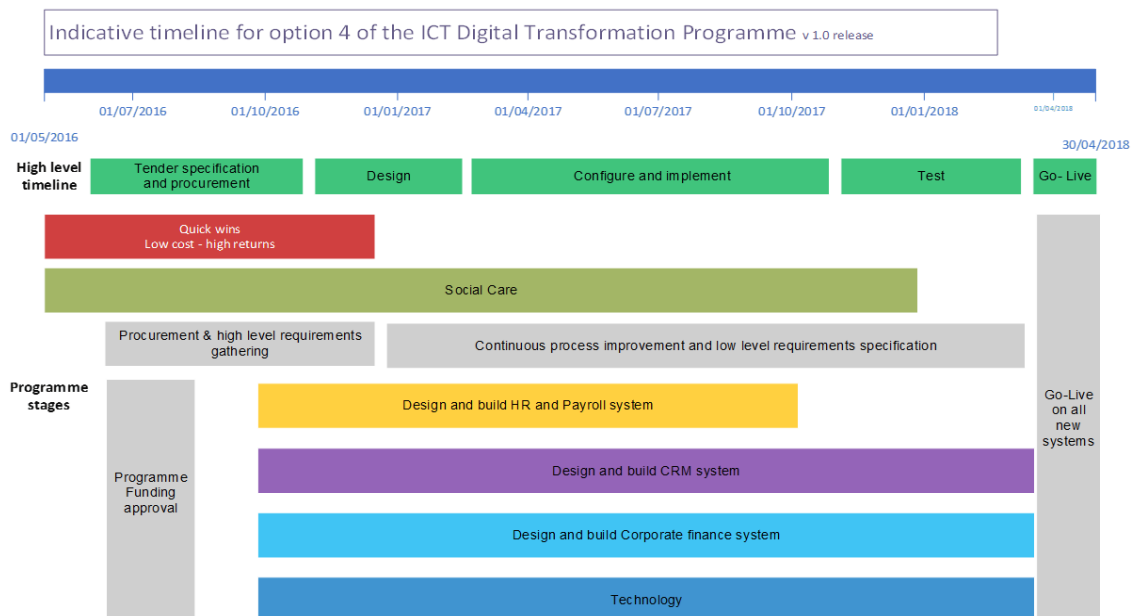
9.4 Implementation Phase

- 9.4.1 Once the design phase has been completed The Programme Board can then approve the Programme which can then progress to the implementation phase.
- 9.4.2 During this phase of the Programme the business case will be regularly reviewed, and necessary refining of the operational processes will ensure that the potential benefits are delivered according to the Programme mandate.
- 9.4.3 Upon completion of the implementation phase and following rigorous testing to ensure the system is fit for purpose, the organisation will 'go live' and delivery of the operational time saving benefits will be delivered.

9.5 Post-Programme Phase

- 9.5.1 As part of the post 'go live' review, specific decisions will be made on how to realise the benefits.
- 9.5.2 The diagram below sets out the high-level timescales for delivering Option 4 - the Hybrid Option which is the approved approach

9.5.3 Budget holders will be able to make fully informed decisions and agreement to budget reductions and benefits realisation.



10. Programme Approach

10.1 Governance

10.1.1 Programme governance will adhere to local and central government guidelines and will follow recognised programme and project methodologies. Each project within the Programme will have individual project documentation to control and record progress and other items such as risks and issues register, highlight reports, project plans etc.

10.1.2 These documents will be consolidated into the Programme documentation and reported to the Programme Board, where each Project Manager will be accountable for individual projects to the Programme Manager and the Senior Responsible Officer (SRO), of the Programme Board. Regular contact and consultation with Internal Audit staff, and Council officers responsible for managing the corporate risk register as 'critical friends', will ensure the Programme remains governed within Council guidelines.

10.2 Programme Board

10.2.1 The ICT Digital Transformation Programme Board will manage delivery of the Programme and the projects within it.

10.2.2 The Terms of Reference for the Board set out the governance arrangements the Terms of Reference includes:

- This Board will provide updates on progress to key project stakeholders when required

- This Board will work in partnership with senior representatives for council services to ensure that their business transformation objectives are achieved.
- This Board will work in partnership with Corporate Directors to ensure that corporate transformation objectives are achieved

10.3 Local Government Digital Standards

10.3.1 The Local Government Digital Service Standard suggests a common approach for local authorities to deliver good quality, user centred, and value for money digital services. These standards were set out in a paper published in April 2016, and will be adhered to in delivery of this Programme.

10.3.2 These are:

- Understand user needs. Research to develop deep knowledge of who the service users are and what that means for the design of the service.
- Ensure a suitably skilled, sustainable multidisciplinary team, led by a senior service manager with decision making responsibility, can design, build and improve the service.
- Create a service using the agile, iterative and user-centred methods set out in the Government Service Design Manual.
- Build a service that can be iterated and improved in response to user need and make sure you have the capacity, resources and technical flexibility to do so.
- Evaluate what tools and systems will be used to build, host, operate and measure the service, and how to procure them, looking to reuse existing technologies where possible.
- Evaluate what user data and information the digital service will be providing or storing and address the security level, legal responsibilities, privacy issues and risks associated with the service.
- Use open standards, existing authoritative data and registers, and where possible make source code and service data open and reusable under appropriate licenses.
- Be able to test the end-to-end service in an environment similar to that of the live version, including all common browsers and devices.
- Make a plan for the event of the digital service being taken temporarily offline, and regularly test.
- Make sure that the service is simple enough that users succeed first time unaided.
- Build a service consistent with the user experience of government digital services, including using common government platforms and the Government Service Manual design patterns.
- Encourage maximum usage of the digital service (with assisted digital support if required).
- Identify performance indicators for the service, incorporating existing indicators and publishing to a performance platform, if appropriate.

- Put a process in place for ongoing user research, usability testing to continuously seek feedback from users, and collection of performance data to inform future improvement to the service.
- Test the service from beginning to end with appropriate council member or senior manager responsible for it.

10.4 Gateway Reviews

10.4.1 Short focused reviews will be carried out at key decision points within the Programme by independent experienced practitioners on behalf of the Senior Responsible Officer (SRO). These reviews are a snap-shot of the project at that stage and recommendations are based on the interviews undertaken and evidence presented. Such reviews are intended to be supportive and forward looking and will take future plans into account but only as future intentions, rather than actualities

10.4.2 The Gateway reviews will be carried out after the following phases have been completed:

- Business Justification
 - Delivery Strategy
 - Investment Decision
 - Readiness for Service
- Operations Review and Benefits Realisation

11 Risk

11.1.1 Risks will be managed at both a Programme and Project level.

11.1.2 The prime risk regarding this option is in respect of business change. Implementing this solution will require the business to change its approach to technology and delivery of front-line services, and it will be incumbent on all stakeholders and staff to work together during the transition phase of the Programme.

11.1.3 Programme risks will be limited to those that threaten the Programme as a whole or cover more than one project. Project Managers will manage the threats to their work streams and maintain their own risk and issues logs, and will only escalate those risks and issues that cannot be managed at a project level.

12 Key Programme Objectives

12.1 The key objectives for this Programme that will be used to measure its success following implementation are:

- Enable the business to meet savings targets by enabling business transformation
- Redesign services to increase efficiency through streamlining systems and improving business processes
- Enable innovation and new ways of working with a significant increase in channel shift to digital by default technologies whilst retaining face-to-face contact where needed
- Work towards providing an improved single view of the customer
- Reshape the relationship between Customers, communities and local government
- Improve communications and partnership working across public services

- Improve Management Information and contract performance reporting through establishment of a secure, single data source
- Support a commercial business model
- Support the overall economic growth strategy with effective delivery of IT services to staff, and where relevant residents and businesses
- Provide clients with self-service options to support the digital by default strategy
- Improve end-user empowerment through the further adoption of self-service practices
- Provide more flexible working conditions
- Empower staff by training them to make best use of the hardware and software which is available to them
- Create a Multi-Functional Device service for printing, scanning and visual reproduction
- Newly provided services will be have resilient Disaster Recovery and Business Continuity capability
- Provide flexible computer and storage capacity

13 Glossary and References

Glossary

ADSL	Asymmetric Digital Subscriber Line
AWS	Amazon Web Services
BC/DR	Business Continuity / Disaster Recovery
BI	Business Intelligence
BT NGCC	British Telecom Next Generation Contact Centre
CRM	Customer Relationship Management
DOLS	Deprivation of Liberty Safeguards
EDI	Electronic Data Interchange
EDRMS	Electronic Document and Records Management System
ERP	Enterprise Resource Planning
ESB	Enterprise Service Bus
ETMS	Education and Training Management System
EU	European Union
EUC	End user computing
IaaS	Infrastructure as a Service
IAM	Identity and Access Management
KPIs	Key Performance Indicators
LAN	Local Area Network
MASH	Multi-Agency Safeguarding Hub
MDM	Master Data Management
MDM	Mobil Device Management
MFD	Multi-Functional Devices
MI	Management Information
OBC	Outline Business Case
OJEU	Official Journal of the European Union
OLA	Operating Level Agreements
PaaS	Platform as a Service
SaaS	Software as a Service
SAMIS	Shropshire Accounting and Management Information System
SIMS	Schools Information Management System
SLA	Service Level Agreements
SOCITM	The Society of Information Technology Management
UCaaS	Unified Communication as a Service
WAN	Wide Area Network
WiFi	See WAN (WiFi is a technology that powers wireless LANs)
WLAN	Wireless Local Area Network

48 References

- 48.1 In preparing this Business Case material and information was gathered from the following documents:-
- ABC Costings

- Digital Customer Mandate v0.6 (February 2016)
- ERP Project Mandate v1.0 (February 2016)
- Revenue and Benefits Online Services Project Mandate (October 2015)
- Social Care project Outline Business Case v1.0 (March 2016)
- The Big Conversation Survey results (January 2016)
- Storage Snapshot (2015)
- Virtual Centre Extracts (December 2015)

49 Other Inputs

49.1 A number of suppliers were contacted, initially to assist with the preparation of the Cost and Benefits Analysis, and thereafter with the preparation of this Full Business Case. These were:

- Amazon
- Anana
- Arcus Global
- Avaya
- British Telecom
- Cloud Technology Solutions
- Google
- Methods Consulting
- Microsoft
- Oracle
- Proact
- Redcentric
- Salesforce
- SoftwareAG
- TechnologyOne
- Unit4

